Implementation Plan

Head Safe, Helmet On.

June 2014 – May 2016

July 2014

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AIP FOUNDATION
MAKING ROADS SAFE

Implementation Plan

Head Safe, Helmet On.

June 2014 – May 2016

Grant No. AID-OAA-F-14-00012

July 2014

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Acronyms

AIP	Asia Injury Prevention Foundation
BCC	Behavior Change Communications
EEC	Enabling Environment Campaign
FIA	Federation Internationale de l'Automobile
HSHO	Head Safe, Helmet On
IEC	Information, Education, and Communication
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
SBP	School-Based Program
UPS	United Parcel Service of North America, Inc.
USAID	United States Agency for International Development
USAID-DIV	USAID's Development Innovation Ventures
US CDC	United States Centers for Disease Control and Prevention

1. Introduction

1.1. Authorization

Under the United States Agency for International Development's Development Innovation Ventures (USAID-DIV) Grant No. AID-OAA-F-15-00012, the Asia Injury Prevention (AIP) Foundation will implement the "Head Safe, Helmet On." (HSHO) project. The HSHO project will be implemented to increase passenger helmet use in Cambodia, and in doing so, will prevent thousands of unnecessary road crash injuries and fatalities and save Cambodia millions of dollars otherwise lost. The period of the project is June 1, 2014 – June 1, 2016.

AIP Foundation will utilize cost-share funds to support the project from the Federation Internationale de l'Automobile (FIA) Foundation, The United Parcel Service of North America, Inc. (UPS) Foundation, and the United States Centers for Disease Control and Prevention (US CDC). In addition, a number of other entities are expected to provide resources and support to meet the project objectives.

1.2. Purpose of Report

The purpose of this report is to present the HSHO project Implementation Plan for the two-year project period. The Implementation Plan has been prepared based on the project application, grant agreement, planning meetings with key personnel from AIP Foundation and relevant stakeholders, and technical assistance from the US CDC. The Implementation Plan includes information on activities that will contribute to the achievement of each objective. Work plans are provided setting out all activities to be completed, duration of activities, and responsibilities for completion of activities.

1.3. Project Goals and Objectives

The HSHO project's primary goal of increasing passenger helmet use will be accomplished through achieving project objectives in a series of three, mutually-reinforcing components:

- **School-Based Program:** Increase helmet use at targeted schools by providing helmets and road safety education to all students and teachers while reinforcing messages through various activities
- **Behavior Change Communications**: Improve passenger helmet use behavior through mass media, street-based, and commune-based campaigns
- **Enabling Environment Campaign**: Enhance commitment to approve the passenger helmet law and, upon its passage, improve enforcement by engaging key stakeholders in a series of meetings, workshops, and study tours

1. Overview and Approach

2.1. Road Safety Challenge in Cambodia

In Cambodia, road traffic crashes are a serious and increasingly concerning public health problem. In 2012 alone, road crashes caused 13,649 injuries, took the lives of 1,966 people, and cost the country 329 million USD, equivalent to 2.3 percent of its Gross Domestic Product.[1][2]

Motorcyclists dominate Cambodian roadways and, out of all types of road users, are among the most vulnerable. In the last eight years, 80 percent of all newly registered motor-vehicles within the country have been motorcycles, which also translated into motorcyclists comprising the highest percentage (68 percent) of all road crash fatalities in 2012.[3]

Although helmets are a simple way to reduce the risk of motorcycle crash fatalities by 42 percent and injuries by 69 percent[4], they are not universally in use among Cambodian motorcyclists. The need to increase these rates is highly apparent, as 66 percent of all road crash fatalities in Cambodia suffered a head injury in 2012. In that same year, only 22 percent of all motorcycle casualties wore a helmet.[5] While Cambodian law mandates helmet use for motorcycle drivers, the helmet wearing rate among drivers in 2010 was only 65 percent. For passengers, the situation is even more concerning: there is currently no requirement to wear a helmet and the helmet wearing rate among passengers in 2010 was 9 percent.[6]

2.2. Plan to Address Road Safety Challenge and Achieve Results

Over the course of the HSHO project, AIP Foundation aims to achieve the following outcomes and impact, as shown in Table 1.

[1] National Road Safety Committee, Road Crash and Victim Information System (2012). *2012 Annual Report: Road Crashes and Casualties in Cambodia.* Phnom Penh, Cambodia.
[2] The World Bank (2013). World Bank Data. Available from the World Bank Website at: http://data.worldbank.org/country/cambodia.
[3] National Road Safety Committee, Road Crash and Victim Information System (2012).
[4] Liu BC, Ivers R, Norton R, Boufous S, Blows S, and Lo SK (2009). Helmets for preventing injury in motorcycle riders (Review). The Cochrane Library, 1.
[5] National Road Safety Committee, Road Crash and Victim Information System (2012).
[6] World Health Organization (2013). *Global status report of road safety*. Geneva, Switzerland. According to Handicap International, *Final Report on Helmet Use Observational Studies*., helmet use dropped from 2010 to 2012, when rates were 55 percent of drivers and 7 percent of passengers.

Table 1 HSHO Project Outcomes and Impact

Impact	Ultimate Outcomes	Intermediate Outcomes
Decreased rate of road crash head injuries and fatalities in targeted communes and districts	Increased passenger helmet use in targeted communes to 30% by the end of year 1, and to 80% by the end of year 2; Increased passenger helmet use in targeted districts to 25% by the end of year 1, and to 60% by the end of year 2	**School-Based Program:** Increased helmet use at targeted schools, within targeted communes
		Behavior Change Communications: Improved passenger helmet use behavior in targeted communes and districts
		Enabling Environment Campaign: Enhanced commitment to approve the passenger helmet law, and improved enforcement at the commune, district, provincial, and national levels

Within this framework, full implementation of the three components leads to the intermediate outcomes of increased helmet use at schools, improved passenger helmet use behavior, enhanced commitment to approve the passenger helmet law, and improved enforcement. In turn, these outcomes produce the measurable, ultimate outcomes of increased passenger helmet use in the targeted communes and districts. Finally, given the proof of helmet effectiveness in the case of a crash, the intermediate and ultimate outcomes will translate into decreased road crash fatalities and injuries.

The three components work in unison to mutually-reinforce key messages and incentivize the target population to always wear a helmet.

The project will target the following three provinces, six districts, and 18 communes, as shown in Table 2.

Table 2 Selected Locations for HSHO Project

Province	District	Commune	Population
Phnom Penh	Chamka Morn	Tuol Svay Prey II	9,078
		Tuol Tumpong II	8,779
		Beoung Trabek	8,368
	Chba Ampov	Chba Ampov I	9,798
		Veal Sbov	8,543
		PreK Eng	15,154
Kadal	Takhmao	Doeum Mean	14,605
		Prek Russey	9,167
		Prek Ho	8,418
	Kien Svay	Korki Thom	13,574
		Dei Edth	16,981
		Bantheay Daek	14,043
Kampong Speu	Chbar Morn	Kanduol Dom	7,953
		Sopoar Tep	7,355
		Roka Thom	11,878
	Somroang Torng	Roliang Kreul	12,940
		Trapiang Korng	16,322
		Vorsar	13,789

Note: In Cambodia, the ascending levels of geographical units are commune, district, and finally province.

2.3. Rationale for Choice of Interventions and Strategies

AIP Foundation based the design of the HSHO project on successful helmet wearing interventions, methodologies, and strategies within both Cambodia and Vietnam. AIP Foundation's projects in Cambodia have resulted in increased student helmet use rates by more than 87 percent in targeted schools.[7] They have also produced public awareness behavior change campaigns that resulted in over 64 percent of respondents recalling key messages, and many of those being willing to wear a helmets as a passenger afterwards.[8] Moreover, enforcement has also been proven as a powerful road safety tool within the Cambodian context; according to Handicap International's helmet observations, helmet use rates increased from 24 percent before the enforcement of the driver helmet law to 56 percent one month after the start of enforcement.[9]

Individually, each of these interventions – within schools, through mass media, and on roads themselves – creates positive road safety changes. However, if action is taken on these multiple fronts simultaneously, the results produced are improved on all levels. For example, AIP Foundation's multi-faceted approach to tackle road safety challenges in Vietnam was critical to the passage and enforcement of Vietnam's fist mandatory helmet law in 2007. AIP Foundation implemented programs to provide free helmets and road safety lessons to schools throughout Vietnam; spearheaded a public awareness behavior change campaign entitled "No Excuses," which aimed to dispel common non-helmet wearing excuses and expose the consequences of not wearing a helmet; and worked with authorities to enforce the mandatory helmet law, which led to a significant increase in helmet use rates from 10 percent to 90 percent.[10]

The HSHO project's three concurrent components – School-Based Program, Behavior Change Communications, and Enabling Environment Campaign – builds on the success of AIP Foundation's mutually-reinforcing helmet safety model, and reflects lessons learned in the course of implementing it.

2.4. Explanation of Selected Target Locations and Audience

The project will target the three provinces, six districts, and 18 communes, as listed in Table 2. The targeted provinces of Phnom Penh, Kandal, and Kampong Speu were selected by looking at road safety "black spots," which are the most dangerous locations for road users. Together these provinces made up nearly one third of motorcycle fatalities in 2010.[11] AIP Foundation has developed a network of supporters within these areas.

[7] Kim, Pagna. "From Zero to Ninety Percent Evaluation of the Helmets for Kids School-Based Initiative in Cambodia." presented at the 8th World Alliance for Risk Factor Surveillance (WARFS) Global Conference, Beijing, China, November 29, 2013.
[8] Feedback Research and Consulting (2013). *AIP Foundation Awareness Campaign Evaluation* (Internal Report). Phnom Penh, Cambodia.
[9] Solidus Asia Company Limited for Handicap International Belgium (2009). *Quantitative Executive Findings: Road Safety Campaign*. Phnom Penh, Cambodia.
[10] AIP Foundation (2008). *Efficacy Study of Vietnam National Helmet Wearing Campaign*. Hanoi, Vietnam.
[11] National Road Safety Committee, Road Crash and Victim Information System (2010). *2012 Annual Report: Road Crashes and Casualties in Cambodia.* Phnom Penh, Cambodia.

Within each targeted province, two targeted districts were selected based on the following criteria:

- Crossed by at least one national roadway (most road crash fatalities take place on national roadways);
- High number of motorcycle crash injury, fatality, and casualty cases, according to the most recently available data;
- Potential resources to support road safety and passenger helmet use action plans;
- Complementary road safety activities, which can support and build upon our successes; and
- Commitment, enthusiasm, and readiness on the part of district leaders to participate in road safety activities.

Given this criteria, Chamka Morn District and Chba Ampov District were selected in Phnom Penh Province; Ta Khmau City District and Kein Svay District were selected in Kandal Province; and Chbar Morn District and Somroang Torng District were selected in Kampong Speu Province.

Within each targeted district, three targeted communes were selected based on the following criteria:

- Located along the national roads or national road crosses through the communes
- Exhibits among the highest rates of motorcycle-related causalities and fatalities in all of targeted district's communes
- Presence of intersection between main and national roads
- Have at least one primary school located along main roads
- Road safety is considered as a high-priority issue within the commune
- Commune residents, organizations, companies, and groups demonstrate resources to contribute to the project and sustain results

Given this criteria, 18 targeted communes were selected, as listed in Table 2.

The primary target audience of the HSHO project is primary school students aged 6-14, teachers, and parents; motorcycle passengers aged 15-44; and government officials and traffic police residing or working within the targeted communes and districts. The secondary target audience is the general Cambodian population, particularly those aged 15-44. These primary target audiences were selected for the following reasons:

- Primary school students aged 6-14 were selected since the most common reason for adults to not put a helmet on their child is that the child is too young[12]
- Teachers and parents were selected since they are respected sources of road safety information and opinions for children[13]
- Motorcycle passengers aged 15-44 were selected since the helmet use rate among passengers is low compared to drivers[14] and the 15-44 age group makes up the highest fatality rate in the three targeted provinces[15]

[12] AIP Foundation (2011). *Cambodia Helmet Vaccine Initiative Key Baseline Research Results.* Phnom Penh, Cambodia.
[13] AIP Foundation (2011). *Cambodia Helmet Vaccine Initiative Key Baseline Research Results.* Phnom Penh, Cambodia.
[14] World Health Organization (2013). *Global status report of road safety*. Geneva, Switzerland. According to Handicap International, *Final Report on Helmet Use Observational Studies*., helmet use dropped from 2010 to 2012, when rates were 55 percent of drivers and 7 percent of passengers.
[15] AIP Foundation (2011). *Cambodia Helmet Vaccine Initiative Key Baseline Research Results.* Phnom Penh, Cambodia.

- Government officials and traffic police residing or working within targeted communes and districts were selected since they are the key decision-makers in regards to the passage and enforcement of the passenger helmet law

2. Work Plans

Project activities are organized according to the following work plans:

3.1. Initial Project Activities

3.1.1. Preparation and Project Launch

1.1 New Staff Recruitment
1.2 Project Announcement
1.3 Project Logo Development

3.2 Project components

3.2.1. School-Based Program (SBP)

2.1 School Selection and Planning Meetings
2.2 Helmet Production
2.3 Teacher Activities
2.4 Ceremonies and Events
2.5 Parent Activities
2.6 Student Activities
2.7 Public Awareness Activities

3.2.2. Behavior Change Communications (BCC)

3.1 BCC Materials Development
3.2 Mass Media Campaign
3.3 Street-Based Campaign
3.4 Commune-Based Campaign

3.2.3. Enabling Environment Campaign (EEC)

4.1 Policy Briefs and Advocacy Meetings
4.2 Nation-Wide Activities
4.3 District-Wide Activities
4.4 Commune-Wide Activities

3.3 Cross-Cutting Activities

3.3.1. Monitoring and Evaluation (M&E)

5.1 School-Based Program M&E
5.2 Behavior Change Communications M&E
5.3 Enabling Environment Campaign M&E
5.4 Project-Wide M&E

3.3.2. Materials Development

3.3.3. Procurement

3.1. Initial Project Activities

3.1.1 Preparation and Project Launch

In the first few months of the project, numerous activities and tasks will be completed to recruit new staff, announce the project to key stakeholders and the general public, and develop the project logo.

1.1 New Staff Recruitment

1.1.1 Hire and Provide Orientation for New Staff

From June to July 2014, AIP Foundation position candidates will be identified, interviewed in multiple rounds, engaged in negotiation, and, finally, be offered positions with AIP Foundation. Upon beginning work, all new staff members will attend a comprehensive orientation featuring a full review of employee policies and procedures, the road safety challenge in Cambodia, and the approach and projects of AIP Foundation.

1.1.2 Introduce New Staff to Stakeholders

In July 2014, AIP Foundation senior-level staff will introduce all new staff members to key stakeholders within the local community that will interact with these staff members throughout the course of the project. These stakeholders include government officials, local non-governmental organizations (NGOs), and private sector partners.

1.2 Project Announcement

1.2.1 Send Announcement Letter to Government Officials

In July 2014, the project will be announced to key government officials likely to influence the success of the project, including the General Secretariat of the National Road Safety Committee, General Commissariat of the National Police, and representatives from the Provincial Education Departments in the three targeted provinces. The announcement of the project will be made through the distribution of a formal letter, explaining the project goals, objectives, and activities. The letter will be sent with an invitation to the nation-wide stakeholder workshop scheduled for August 2014 (4.2.1).

1.2.2 Distribute Press Release

In August 2014, a press release will be distributed announcing the project, introducing various project partners and supporters (including USAID) and providing an overview of the project scope, approach, cost-effectiveness, and potential impact. It will also announce the nation-wide stakeholder workshop scheduled for August 2014 (4.2.1). The press release will be published on AIP Foundation's website and distributed to various local and international media.

1.2.3 Announce on Social Media

Following the distribution of the press release in August 2014 (1.2.2), the project will also be announced on AIP Foundation's various social media platforms, including its Global and Cambodia Facebook pages, Twitter, and monthly e-Newsletter. AIP Foundation will also engage with USAID-DIV to cross-post the press release on its Tumblr page and on its Twitter.

1.2.4 Conduct Project Presentations

In July and August 2014, prior to the nation-wide stakeholder workshop (4.2.1), AIP Foundation staff will conduct presentations for specific road safety stakeholders in Cambodia in order to inform them of the HSHO project before the official project launch. These stakeholders will include the General Secretariat of the National Road Safety Committee, Road Safety Network, and members of a bi-monthly road safety stakeholders meeting. These presentations will aim to gain the support of these stakeholders and encourage them to coordinate their road safety activities with the HSHO project activities.

1.2.5 Conduct Media Interviews

Following the nation-wide stakeholder workshop in August 2014 (4.2.1), AIP Foundation's Cambodia Country Director will conduct media interviews with local television, radio, newspaper, and websites to introduce the project to the Cambodian public.

1.2.6 Meet with Government Officials, Ambassadors, and Development Partners

From August and December 2014, following the nation-wide stakeholder workshop in August 2014 (4.2.1), AIP Foundation staff will meet with key government officials, ambassadors, development partners (i.e. other local and international NGOs), and other relevant stakeholders in order to provide a more thorough overview of the HSHO project and answer any questions.

1.3 Project Logo Development

1.3.1 Design and Test Project Logo

In July 2014, AIP Foundation staff will meet to discuss the project logo concept and design, taking into consideration the project goals and objectives, target audience, target locations, key messages, and communications channels. Based on takeaways from this meeting, AIP Foundation's communications team will design two logos by the end of July 2014.

Throughout August 2014, the two logos created by AIP Foundation as well as another logo, which was created by the advertising agency Brand Solutions and used by AIP Foundation in its passenger helmet use projects in Cambodia from December 2011 to the present, will be tested through focus group discussions as part of the Behavior Change Communications baseline study (5.2.1). Taking into account the results of the testing, one logo will be selected and finalized, which will be used as the project logo on all materials.

A gantt chart showing the activity schedule for the Preparation and Project Launch is shown in Figure 1.

Figure 1 Preparation and Project Launch

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
1. Preparation and Project Launch																										
1.1 New Staff Recruitment	1.1.1	Hire and Provide Orientation for New Staff	x	x																						
	1.1.2	Introduce New Staff to Stakeholders		x																						
1.2 Project Announcement	1.2.1	Send Announcement Letter to Government Officials		x																						
	1.2.2	Distribute Press Release			x																					
	1.2.3	Announce on Social Media			x																					
	1.2.4	Conduct Project Presentations		x	x																					
	1.2.5	Conduct Media Interviews			x																					
	1.2.6	Meet with Government Officials, Ambassadors, and Development Partners			x	x	x	x	x																	
1.3 Project Logo Development	1.3.1	Design and Test Project Logo		x	x	x																				

3.2. Project Components

3.2.1. School-Based Program

The School-Based Program (SBP) will target 18 schools, one in each of the 18 targeted communes, with a comprehensive set of activities to engage students, teachers, and parents. These activities will be scheduled according to the school year in Cambodia, which runs from October to July.

2.1 School Selection and Planning Meetings

2.1.1 Conduct School Selection Survey and Select Schools

In June and July 2014, AIP Foundation staff will conduct a school selection survey to determine the most appropriate schools for the project. The survey will involve the collection of qualitative and quantitative information, including the number of students; location of school and its proximity to a national highway or other concerning road conditions; helmet use and motorcycle, bicycle, and pedestrian commuter rates; economic status of parents and the community; and school support for the project. The data collected will be entered into a central tracking database and analyzed for higher-level staff discussion and decision-making. The SBP Program Manager, Cambodia Country Director, and Regional Monitoring & Evaluation Manager will select the targeted schools by the end of July 2014.

2.1.2 Receive Government Approval and Host Planning Meetings

AIP Foundation will develop and submit a formal letter to the Ministry of Education, Youth, and Sport in July 2014 to request permission to conduct educational activities within selected schools. Once approval is granted, AIP Foundation staff will contact the selected schools to commence planning of activities. In August 2014, staff will arrange formal meetings with the Department of Education, Youth, and Sports in each targeted province, and the Office of Education, Youth, and Sports in each targeted district to provide more information about the upcoming project activities.

2.1.3 Develop School Implementation Plans and Host Planning Meetings

In September and October 2014, AIP Foundation will develop specific project implementation plans for each school for the first school year, which will take into account school schedules, school location and amenities, and other details. The draft plans will be discussed with each school administration and teachers during the teacher training workshops in October and November 2014 (2.2.1). Staff will then revise the plans based on feedback and present them to the schools during planning meetings in November and December 2014. A similar process will occur for the second school year from August to October 2015.

2.2 Helmet Production

2.2.1 Conduct Helmet Fittings and Color Testing

In July 2014, AIP Foundation staff will visit each targeted school to conduct helmet fittings, whereby the head of each student and teacher will be measured to ensure an accurate order of helmet sizes. At the same time, staff will survey students and teachers for helmet color preference. Staff will conduct a second round of helmet fittings for incoming first grade students and new students in July 2015.

2.2.2 Design, Order, Produce, and Ship Helmets

AIP Foundation and its subsidiary helmet company, Protec, will develop a helmet design mock-up with the project and UN Decade of Action for Road Safety logos by the end of September 2014. AIP Foundation staff will also compile the helmet order using the helmet fittings and color testing data (2.2.1).

Protec will begin the production of approximately 15,881 helmets in October 2014. AIP Foundation will contract with a shipping company to ship the helmets from the Protec Helmet Factory in Hanoi, Vietnam to Phnom Penh, Cambodia by the end of November 2014. Staff will then procure the services of a company to deliver the helmets to each targeted school prior to the ceremonies and events. A similar process will occur for the design, order, production, and shipment of approximately 4,050 helmets in the second school year from August to October 2015.

2.3 Teacher Activities

2.3.1 Organize Teacher Training Workshops

In both school years, AIP Foundation staff will travel to each targeted school to host a teacher training workshop. During the workshops, teachers will be introduced to the project goals, objectives, and activities; trained in effective methods to teach students about road safety, the importance of helmet use, and how to wear a helmet correctly; and provided with a package of teaching aids to lead in-classroom road safety and helmet use lessons. School coordinators will also be selected to support project implementation. The teacher training workshops will be held in October and November 2014 for the first school year, and in October 2015 for the second school year.

2.3.2 Select and Meet with School Coordinators

During the teacher training workshops in October and November 2014 (2.3.1), coordinators in each school will be selected by the respective school administrators and AIP Foundation staff to assist with administering the project. The school coordinators will be essential to project implementation by supporting a number of activities and generally ensuring ease in operation. They will be the main contacts for the SBP implementation, and will help staff with specific tasks such as ordering supplies, coordinating extracurricular road safety activities, monitoring crash cases among students and teachers, and ensuring student preparation for ceremonies, events, and activities. The school coordinators will be provided with small stipends to assist with buying supplies necessary to complete assigned tasks. Staff will meet with the school coordinators to clarify roles and responsibilities in November 2014, and to discuss tasks for the second school year in October 2015.

2.4 Ceremonies and Events

2.4.1 Design, Order, and Print Communications Materials

In the first school year, three large launch ceremonies to donate helmets and launch the SBP will take place at select targeted schools and 15 smaller events will take place at the remaining targeted schools (2.4.4). The ceremonies and events will include the display and distribution of a number of communications materials. AIP Foundation's communications team will identify and develop appropriate and engaging materials, including backdrops, displays, and hand-outs. The design, ordering, and printing process will take place from September to November 2014 for the first school year and will be completed prior to all of the ceremonies.

2.4.2 Promote Attendance

AIP Foundation will promote attendance of the launch ceremonies in December 2014 (2.4.4) through personal invitations to key stakeholders, including government officials, traffic police, project sponsors, non-governmental partners, and media members in October and November 2014. International guests and key stakeholders will be invited in August 2014, in order to allow sufficient time to arrange travel. In addition, AIP Foundation will send a press release to local and international media in order to encourage broad coverage of the ceremonies and events in both school years. Government officials will also be invited to the events in the second school year scheduled for November 2015.

2.4.3 Prepare Ceremony and Event Activities

In October and November 2014, AIP Foundation will work with the school coordinators to develop specific activities, including speeches, performances, and games, for the ceremonies and events in December 2014 (2.4.4). These activities will excite students about the program and their new helmets, and be based on previous activities implemented by AIP Foundation at similar ceremonies and events. Staff will also work with the school coordinators in September and October 2015 to prepare the event activities for the second school year.

2.4.4 Organize Ceremonies and Events

Ceremonies and events to donate helmets and launch the SBP will be held at all 18 targeted schools in December 2014. In the week leading up to each ceremony and event, a full rehearsal with all attending students and teachers will be arranged at each school. This rehearsal will provide the opportunity for attendees to practice speeches, performances, helmet handover, and helmet wearing demonstration prior to the main days.

In the first school year, three large launch ceremonies will take place at select schools (one per targeted province). Key stakeholders, including government officials, traffic police, project sponsors, non-governmental partners, and media members will be invited to attend the ceremonies along with students, teachers, and parents. Project sponsors, including USAID, the FIA Foundation, The UPS Foundation, and the US CDC, will be encouraged to attend in order to receive public recognition of their contribution and to interact with student, teacher, and community beneficiaries. In particular, USAID will be recognized as the main project contributor.

The large launch ceremonies will last approximately one-and-a-half hours and include speeches by students, teachers, sponsors, and AIP Foundation; student performances; the official handover of helmets to students and teachers; and a helmet wearing demonstration. The ceremonies will be covered by the media, offering high-visibility to the project and the SBP in particular.

In addition to the large launch ceremonies in the first school year, there will also be small launch events at each of the remaining 15 schools. These events will not offer the speeches, performances, or outside attendance, but will still excite students about wearing their new helmets on each trip to and from school.

In the second school year, all 18 targeted schools will host small events in November 2015 to handover helmets to all incoming first grade students and new students. AIP Foundation staff will help organize these events, which will include student activities to promote road safety and helmet use (2.6.1).

2.5 Parent Activities

2.5.1 Distribute Parent Commitment Letters and Flyers

AIP Foundation will work with the school coordinators to distribute letters to parents at each targeted school that ask them to pledge their support to the project by signing and returning the letters. Flyers with key road safety and helmet use messages will also be distributed to parents. AIP Foundation's communications team will design these flyers to encourage parents to commit to the project. These letters and flyers will be distributed in December 2014 and January 2015 for the first school year, and in November and December 2015 for the second school year.

2.5.2 Organize Parent Information Sessions

In both school years, AIP Foundation staff will travel to each targeted school to conduct parent information sessions. These sessions will introduce parents to the project and seek their support for it. The parent information sessions will be held in February and March 2015 for the first school year, and in January and February 2016 for the second school year.

2.6 Student Activities

2.6.1 Organize Student Activities to Promote Road Safety

AIP Foundation will work with the school coordinators to organize student activities to promote road safety in both school years. The activities will vary from school to school, and be developed specifically to fit the local school settings. Examples of activities include a road safety trivia contest, a festival of road safety games, and a helmet painting day. During the teacher training workshops (2.3.1), AIP Foundation will train the school coordinators in how to coordinate these activities. The road safety activities will be organized in April and May 2015 for the first school year, and in January 2016 for the second school year.

2.7 Public Awareness Activities

2.7.1 Install and Display Helmet Use Billboards

AIP Foundation's communications team will develop the content and design of a helmet use billboard in August and September 2014. In October and November 2014, AIP Foundation will contract with a billboard company to install one billboard at the entrance gate of each targeted school. The billboards will have an attractive and engaging design that promotes helmet use, with simple-to-understand instructions of the basic steps involved with correctly wearing a helmet. The billboards will serve as daily reminders to the school and general community of the need to wear a helmet on each trip to and from school. The billboards will be displayed until the end of the project period.

2.7.2 Hang and Display Helmet Use Posters

AIP Foundation's communications team will develop the content and design of a helmet use poster in November and December 2014. AIP Foundation will contract with a printing house to print the posters, and will provide each targeted school with a package of helmet use posters to hang in classroom in December 2014. These posters will remind students and teachers to wear a helmet during each trip to and from school. The posters will be displayed until the end of the project period.

A gantt chart showing the activity schedule for the SBP is shown in Figure 2.

Figure 2 School-Based Program

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
2. School-Based Program (SBP)																										
2.1 School Selection and Planning Meetings	2.1.1	Conduct School Selection Survey and Select Schools	x	x																						
	2.1.2	Receive Government Approval and Host Planning Meetings		x	x																					
	2.1.3	Develop School Implementation Plans and Host Planning Meetings				x	x	x	x								x	x	x							
2.2 Helmet Production	2.2.1	Conduct Helmet Fittings and Color Testing		x												x										
	2.2.2	Design, Order, Produce, and Ship Helmets				x	x	x									x	x	x							
2.3 Teacher Activities	2.3.1	Organize Teacher Training Workshops					x	x											x							
	2.3.2	Select and Meet with School Coordinators					x	x											x							

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
2.4 Ceremonies and Events	2.4.1	Design, Order, Print Communications Materials				x	x	x																		
	2.4.2	Promote Attendance			x	x	x	x	x										x	x						
	2.4.3	Prepare Ceremony and Event Activities					x	x										x	x							
	2.4.4	Organize Ceremonies and Events							x											x						
2.5 Parent Activities	2.5.1	Distribute Parent Commitment Letters and Flyers							x	x										x	x					
	2.5.2	Organize Parent Information Sessions									x	x										x	x			
2.6 Student Activities	2.6.1	Organize Student Activities to Promote Road Safety											x	x								x				
2.7 Public Awareness Activities	2.7.1	Install and Display Helmet Use Billboards					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	2.7.2	Hang and Display Helmet Use Posters							x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

3.2.2. Behavior Change Communications

Behavior Change Communications (BCC) will promote passenger helmet use through a series of public displays and activities directly in the 18 targeted communes as well as more broadly through media in the six targeted districts.

3.1 BCC Materials Development

3.1.1 Design and Produce BCC Materials

AIP Foundation will procure the services of a research agency to conduct a baseline survey in July and August 2014 to provide evidence and analysis for the development of BCC materials (5.2.1). AIP Foundation will also contract with a creative agency to develop the campaign's concept as well as design and produce the television and radio commercials.

AIP Foundation and the creative agency will engage in a back-and-forth process to develop the concepts, contents, and images of the commercials from September to December 2014. AIP Foundation will then contract with an agency to test the products through focus group discussions with the target audience in December 2014 (5.2.2). Following the product testing, AIP Foundation will host a consultative stakeholder meeting to review BCC materials in January 2015 (3.1.2). The creative agency will use the results of the baseline survey, product testing, and stakeholder review in the finalization of these products from January to February 2015. In the second year of the project, the agency will use the results of the mid-term evaluation (5.2.4) and a second consultative meeting in September 2015 (3.1.2) to revise and update the products from August to September 2015.

AIP Foundation will also procure the services of a printing house to create the design and arrange the printing of t-shirts to be worn by staff and volunteers throughout the workshops, meetings, and events.

In addition, AIP Foundation's communications team will develop the content and design of a billboard (3.2.7), long banner (3.2.8), and tuk tuk panel (3.2.9) based on the approved concept to promote BCC key messages.

3.1.2 Host Consultative Stakeholder Meeting to Review BCC Materials

AIP Foundation will host two consultative meetings with stakeholders to review major BCC materials, including the television commercial, radio commercial, and billboard, in order to incorporate stakeholder feedback into the final production of these materials. The meetings will include approximately 30 stakeholders, including government officials and media members, and will allow stakeholders to review the current drafts, discuss the concepts, designs, and messages, and provide critical advice to AIP Foundation and its creative partners. The first meeting will be held in January 2015 and will seek input and feedback for the development of the materials, and the second meeting will be held in September 2015 and will aim to revise and update the materials.

3.2 Mass Media Campaign

3.2.1 Host Press Conferences

In both years of the project, AIP Foundation will host a press conference with approximately 120 participants to launch and then report on progress of the BCC campaign. The press conferences will feature a full overview of the project and campaign as well as intended outcomes and impacts. Media members from television, radio, print, and online outlets will be invited and encouraged to report on the project. Key government officials, traffic police, project sponsors, non-governmental partners, private sector partners, and other stakeholders will also be invited to the press conferences to present their support of the project. The press conferences will allow for question and answer sessions as well as the opportunity for individual interviews. The first press conference will be held in March 2015 and the second press conference will be held in November 2015.

3.2.2 Coordinate Public Relations Campaign

A public relations campaign will reinforce the BCC key messages through various media outlets from March to June 2015 and from November 2015 to February 2016. AIP Foundation will contract with well-viewed websites to display online banners and advertisements promoting the BCC campaign key messages. In addition, staff will negotiate with local print and online newspapers to feature editorials and news releases discussing the campaign or, more broadly, public concern for road safety and helmet use. Finally, AIP Foundation will hire the services of a social media consultant to compile campaign images and content for display on Facebook, Twitter, local websites and blogs, and other social media outlets.

3.2.3 Air Television Commercial

AIP Foundation will contract with a local agency to develop a media plan based on the target audience and reach, create an airing schedule, and sign contracts with local television stations to air the commercial created by the creative agency (3.1.1). The commercial will air frequently on multiple stations for two, four-month periods over the course of the project. The first cycle will be from March to June 2015, and the second cycle will be from November 2015 to February 2016.

3.2.4 Produce and Air Televised Roundtable Discussions

AIP Foundation will contract with a local television station to produce and air two roundtable discussions with key individuals influencing the campaign. Likely invitees include high-ranking government officials and AIP Foundation senior-level staff. The discussions will be focused on project-relevant topics identified by AIP Foundation prior to the productions. After the production, the discussions will be edited before being aired on the local television station. The first roundtable discussion will be aired once a month from March to May 2015, and the second will be aired once a month from November 2015 to January 2016.

3.2.5 Air Radio Commercial

AIP Foundation will contract with a local agency to develop a media plan based on the target audience and reach, create an airing schedule, and sign contracts with local radio stations to air the commercial created by the creative agency. The commercials will air frequently on multiple stations for two, four-

month periods over the course of the project. The first period will be from March to June 2015, and the second period will be from November 2015 to February 2016.

3.2.6 Produce and Air Radio Talk Shows

AIP Foundation will contract with a local radio station to produce eight talk shows featuring senior-level AIP Foundation staff and government officials. The talk shows will be focused on the promotion of the BCC campaign messages and activities. In addition, the contract will enable AIP Foundation to air the radio commercials before and after the shows. Each talk show will be aired live once and rebroadcasted a second time, and the scheduled times for airing are in March, April, May, June, November, and December 2015, and January and February 2016.

3.2.7 Install and Display Billboards

AIP Foundation's communications team will develop the content and design of a billboard to promote BCC key messages. AIP Foundation will identify prominent billboard locations with high-visibility and daily viewership in each of the targeted districts. The services of billboard companies will then be procured to print and install one billboard in each targeted district to be displayed for two, four-month periods. The first period will be from March to June 2015, and the second period will be from November 2015 to February 2016. After the first period, the billboard will be reproduced based on results of the BCC mid-term evaluation.

3.2.8 Hang and Display Long Banners

AIP Foundation's communications team will develop the content and design of a long banner to promote BCC key messages throughout the targeted districts. AIP Foundation will identify key locations and negotiate with local property owners to hang and display six banners in each targeted district for two, four-month periods. The first period will be from March to June 2015, and the second period will be from November 2015 to February 2016. After the first period, the long banner will be reproduced based on results of the BCC mid-term evaluation.

3.2.9 Post and Display Tuk Tuk* Panels

AIP Foundation's communications team will develop the content and design of a panel for local tuk tuk drivers to post on the back of their vehicles that will display BCC key messages. AIP Foundation will contract with drivers in each of the targeted districts to post and maintain panels on their vehicles for two, four-month periods. 10 drivers in each district will display the panels from March to June 2015, and the same 10 drivers will display the panels from November 2015 to February 2016.

*Note: A tuk tuk is a motorcycle taxi with a back attachment to seat two to four people, and is a common mode of transportation throughout Cambodia.

3.3 Street-Based Campaign

3.3.1 Organize Campaign Days with Flyers and Helmet Vouchers

As part of the BCC campaign, AIP Foundation will coordinate with volunteers and traffic police to promote passenger helmet use through a street-based campaign. From February to July 2015, a group of approximately 10 volunteers and five traffic police will gather in each of the six targeted districts to organize street-based campaign days. In each district, these days will occur approximately 13 times (total of 78 times for all six targeted districts), and feature a one-hour blitz, during which the volunteers and traffic police will stop all passing motorcycles with un-helmeted passengers.

Volunteers will explain the importance of passenger helmet use and compliance with the law. The riders on each stopped motorcycle will receive a flyer with campaign literature. In addition, the riders who reside in one of the 18 targeted communes will receive a voucher for a subsidized helmet, which can be redeemed at a local police station. Approximately 22,856 helmets will be distributed through this effort. Media members will be invited to attend select campaign days in each of the targeted districts in order to spread awareness about the street-based campaign.

AIP Foundation will provide a full training to volunteers in order to teach them how to properly stop motorcyclists and discuss the campaign's message. Traffic police will also be trained to coordinate and assist with campaign days and to distribute helmets through local police stations.

In addition, AIP Foundation's communications team will develop the content and design of the flyers and helmet vouchers, and AIP Foundation will work with Protec to ship the helmets from Vietnam to Cambodia.

3.4 Commune-Based Campaign

3.4.1 Organize Commune-Wide Activities

18 commune-based working groups will coordinate a series of activities directly at the commune-level. These working groups will meet during the commune-wide meetings as part of the Enabling Environment Campaign (4.4.1), where they will be trained and provided time to plan their commune-wide activities.

Funds will be provided to these groups to help organize one commune-wide activity per year in each targeted commune to promote passenger helmet use. AIP Foundation will guide and oversee the development of the group's activity plans, but will ultimately allow each group to build its capacity and take ownership of their activities. Examples of activities include a local parade, festival, rally, or essay contest. Plans from successful activities will be broadly shared with other communes in order to encourage use of impactful ideas. The first round of activities will take place in March and April 2015, and the second round will take place in October and November 2015. AIP Foundation staff will attend each activity, and media members will be invited to attend select activities.

3.4.2 Promote Campaign through Loudspeakers

AIP Foundation will procure the services of a local agency to promote the campaign and BCC key messages through commune-wide loudspeaker announcements in each targeted commune. These promotions will take place once a month in April, May, June, and December 2015, and in January and February 2016. AIP Foundation staff will oversee the loudspeaker announcements and provide speakers, who will likely be local volunteers or celebrities, with outlines of scripts.

3.4.3 Organize Door-to-Door Campaign

AIP Foundation and commune leaders will recruit volunteers to help conduct a door-to-door awareness campaign. AIP Foundation staff will train volunteers to speak with local people about the road safety challenge and BCC key messages, and explain flyers with campaign literature that they will distribute to each household. In total, six door-to-door campaign days will be organized in each targeted commune. These campaign days will take place once a month in April, May, June and December 2015, and in January and February 2016.

3.4.4 Distribute Flyers in Common Areas

AIP Foundation and commune leaders will identify common areas such as schools and businesses to distribute flyers with campaign literature. AIP Foundation will negotiate with location owners to consistently display the flyers, and explain the ongoing effort needed to encourage local commune residents to always wear helmets. Materials will be displayed from March to June 2015, and from November 2015 to February 2016.

A gantt chart showing the activity schedule for the BCC is shown in Figure 3.

Figure 3 Behavior Change Communications

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
3. Behavior Change Communications (BCC)																										
3.1 BCC Materials Development	3.1.1	Design and Produce BCC Materials				x	x	x	x	x	x						x	x								
	3.1.2	Host Consultative Stakeholder Meeting to Review BCC Materials								x								x								
3.2 Mass Media Campaign	3.2.1	Host Press Conferences										x								x						
	3.2.2	Coordinate Public Relations Campaign										x	x	x	x					x	x	x	x			
	3.2.3	Air Television Commercial										x	x	x	x					x	x	x	x			
	3.2.4	Produce and Air Televised Roundtable Discussions										x	x	x						x	x	x				
	3.2.5	Air Radio Commercial										x	x	x	x					x	x	x	x			
	3.2.6	Produce and Air Radio Talk Shows										x	x	x	x					x	x	x	x			
	3.2.7	Install and Display Billboards										x	x	x	x					x	x	x	x			
	3.2.8	Hang and Display Long Banners										x	x	x	x					x	x	x	x			
	3.2.9	Post and Display Tuk Tuk Panels										x	x	x	x					x	x	x	x			

Activities	No.	Tasks	Timeline																						
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2										
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
3.3 Street-Based Awareness Campaign	3.3.1	Organize Campaign Days with Flyers and Helmet Vouchers									x	x	x	x	x	x										
3.4 Commune-Based Campaign	3.4.1	Organize Commune-Wide Activities										x	x						x	x						
	3.4.2	Promote Campaign through Loudspeakers											x	x	x						x	x	x			
	3.4.3	Organize Door-to-Door Campaign											x	x	x						x	x	x			
	3.4.4	Distribute Flyers in Common Areas										x	x	x	x					x	x	x	x			

3.2.3. Enabling Environment Campaign

Through the Enabling Environment Campaign (EEC), AIP Foundation will work with key government officials, traffic police, and stakeholders to create the appropriate environment in order to encourage passage and full enforcement of the passenger helmet law, critical feedback and support of the campaign, and long-term commitment to sustain passenger helmet use outcomes.

4.1 Policy Briefs and Advocacy Meetings

4.1.1 Disseminate Policy Briefs

In July 2014, AIP Foundation will develop short policy briefs about the draft passenger helmet law, which will include information about the potential costs and lives saved from the passage of the law, legislative actions already undertaken, and importance of swift passage of the law with full enforcement throughout the Cambodia. These policy briefs will be disseminated in meetings and workshops until the passenger helmet law is passed. AIP Foundation will develop another policy brief after the passenger helmet law is passed that will focus on information regarding full enforcement of the law. This policy brief will be disseminated during the national and district passenger helmet enforcement action plan workshops (4.2.3 & 4.3.3).

4.1.2 Meet with Government Officials, Ambassadors, and Leaders

The policy briefs (4.1.1) will be distributed and discussed at a series of meetings from August to December 2014 between AIP Foundation staff and government officials, international ambassadors, and other influential leaders in Cambodia. These meetings will also provide a forum to discuss the overall HSHO project, and will overlap with those described in 1.2.6. In addition, AIP Foundation staff will request these government officials, ambassadors, and leaders to sign letters to senior-level government officials urging for the immediate passage of the passenger helmet law (4.1.3).

4.1.3 Send Co-Signed Letters to Senior-Level Government Officials

AIP Foundation will draft a simple, straightforward letter urging immediate passage of the passenger helmet law. At the meetings from August to December 2014 (1.2.6 & 4.1.2), AIP Foundation will request the government officials, ambassadors, and leaders to co-sign this letter as a first action demonstrating their support for the campaign. Subsequently, this letter will be sent to the Prime Minister and National Assembly members to provide pressure to quickly pass and fully enforce the passenger helmet law.

4.2 Nation-Wide Activities

4.2.1 Host Nation-Wide Stakeholder Workshops

AIP Foundation will host three nation-wide stakeholder workshops. The first workshop is scheduled for August 2014 to introduce the project and define stakeholder roles and responsibilities; the second

workshop is scheduled for August 2015 at the project mid-term to provide progress updates and receive critical feedback; and the third workshop is scheduled for May 2016 at the project completion to summarize achievements, gather lessons learned, and prepare for the next stage. Each workshop will have approximately 20 participants, including national-level government officials and traffic police, influential national leaders, and other key stakeholders. Media members will also be invited to attend the workshops in order to inform the public about the project and its progress.

***4.2.2 Organize Enforcement Study Tour with National Representatives**

In October 2014, AIP Foundation will organize an enforcement study tour with two representatives from the national traffic police, one representative from the National Road Safety Committee, and one AIP Foundation representative to both Vietnam and Malaysia. During these tours, participants will learn about the successes and challenges of enforcing helmet laws in these nearby countries. AIP Foundation will coordinate with its country office in Vietnam and road safety partners in Malaysia to organize each visit.

***4.2.3 Host National Passenger Helmet Enforcement Action Plan Workshop**

In November 2014, AIP Foundation will host a national-level workshop with approximately 65 attendees to begin the process of developing a national passenger helmet enforcement action plan. At the workshop, participants of the study tour (4.2.2) will present their experiences and lessons learned from the study tour, and provide recommendations for how best practices can be used to develop the action plan. The outcome of the workshop will be an outline of the content of the plan, and a consensus of the next steps required to further develop the plan. Media members will also be invited to attend the workshop in order to inform the public about the upcoming national passenger helmet enforcement action plan.

***4.2.4 Develop National Passenger Helmet Enforcement Action Plan**

Participants of the workshop (4.2.3) will collaborate from November 2014 through April 2015 to develop and finalize a national passenger helmet enforcement action plan. AIP Foundation will help to coordinate this effort by working with the national traffic police to consult with provincial traffic police, expand the plan based on feedback, and finalize and submit the plan to higher-level government officials for approval. The plan is expected to be implemented by May 2015.

4.3 District-Wide Activities

4.3.1 Host District-Wide Stakeholder Workshops

In a similar process to the nation-wide stakeholder workshops (4.2.1), AIP Foundation will host three district-wide stakeholder workshops. The first workshop will be held in September 2014 to introduce the project and define stakeholder roles and responsibilities; the second workshop will be held in July 2015 at the project mid-term to provide progress updates and receive critical feedback; and the third workshop will be held in April 2016 at the project completion to summarize achievements, gather lessons learned, and prepare for the next stage. At each workshop there will be approximately 30 participants, including district-level government officials and traffic police, targeted district- and commune-level government

officials, commune leaders, targeted school representatives, and other key stakeholders. Media members will also be invited to inform the public about the project and its progress.

***4.3.2 Organize Enforcement Study Tour with District Representatives**

In a similar process to the enforcement study tour with national representatives (4.2.2), AIP Foundation will organize an enforcement study tour to Vietnam in January 2015. During this tour, participants will learn about the successes and challenges of enforcing the helmet law in this neighboring country. Participants will include one traffic police from each targeted district, one national-level government representative, and one AIP Foundation representative. AIP Foundation will coordinate with its country office in Vietnam to organize the visit.

***4.3.3 Host District Passenger Helmet Enforcement Action Plan Workshop**

In February 2015, AIP Foundation will host a district-level workshop to begin the process of developing a district passenger helmet enforcement action plans for each targeted district. The workshop will have approximately 110 attendees, including participants of the study tour (4.3.2), who will present best practices from Vietnam that can be applied to district-level action plans. An international road safety expert will also travel to Cambodia to present at the workshop. During the course of the workshop, attendees will begin to outline the content of each district passenger helmet enforcement action plan. Media members will also be invited in order to inform the public about the upcoming district passenger helmet enforcement action plans.

***4.3.4 Develop District Passenger Helmet Enforcement Action Plans**

From February 2015 to April 2015, participants of the workshop (4.3.3) will work together to develop six district-level action plans. AIP Foundation will help coordinate this effort by working with the district traffic police to expand, revise, finalize, and submit the plan to provincial government officials for approval. The plans are expected to be implemented by May 2015, along with the national passenger helmet enforcement action plan (4.2.4).

4.4 Commune-Wide Activities

4.4.1 Host Commune-Wide Meetings

AIP Foundation will host four commune-wide meetings for each targeted district. The first round of meetings will be in October 2014, the second round will be in April and May 2015, the third round will be in September 2015, and the fourth round will be in March and April 2016. Approximately 45 representatives from each targeted commune will meet with representatives from the other communes within their district (three targeted communes from the same district will meet together). During these meetings, commune representatives will be introduced and provided with updates on the project; discuss the enforcement of the passenger helmet law; and coordinate the BCC campaign commune-based activities (3.4). Media members will also be invited to attend the meetings in order to inform the public about the project on the commune-level.

*The timing of these activities (4.2.2, 4.2.3, 4.2.4, 4.3.2, 4.3.3, and 4.3.4) may shift depending on when the passenger helmet law is expected to be passed and implemented.

A gantt chart showing the activity schedule for the EEC is shown in Figure 4.

Figure 4 Enabling Environment Campaign

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
4. Enabling Environment Campaign (EEC)																										
4.1 Policy Briefs and Advocacy Meetings	4.1.1	Disseminate Policy Briefs			x	x	x	x			x															
	4.1.2	Meet with Government Officials, Ambassadors, and Leaders			x	x																				
	4.1.3	Send Co-Signed Letters to Senior-Level Government Officials			x	x																				
4.2 Nation-Wide Activities	4.2.1	Host Nation-Wide Stakeholder Workshops			x												x									x
	4.2.2	Organize Enforcement Study Tour with National Representatives					x																			
	4.2.3	Host National Passenger Helmet Enforcement Action Plan Workshop						x																		
	4.2.4	Develop National Passenger Helmet Enforcement Action Plan						x	x	x	x	x	x													

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
4.3 District-Wide Activities	4.3.1	Host District-Wide Stakeholder Workshops				x										x									x	
	4.3.2	Organize Enforcement Study Tour with District Representatives								x																
	4.3.3	Host District Passenger Helmet Enforcement Action Plan Workshop									x															
	4.3.4	Develop District Passenger Helmet Enforcement Action Plans									x	x	x													
4.4 Commune-Wide Activities	4.4.1	Host Commune-Wide Meetings					x						x	x				x						x	x	

3.3. Cross-Cutting Activities

3.3.1. Monitoring and Evaluation

Monitoring and Evaluation (M&E) is integral to the evidence- and results-based approach of the HSHO project. M&E will ensure that the project is implemented with clear objectives and deliverables, and information collected along the way demonstrates progress, highlights problems, and informs future phases and similar projects.

The M&E framework for the HSHO project is organized around the three project components – School-Based Program, Behavior Change Communications, and Enabling Environment Campaign – to clearly link the effect of activities to outcomes, and, finally, to the ultimate health impact, which is the decreased rate of road crash fatalities and injuries within targeted communes and districts. Each project component will be measured through a specific set of illustrative indicators. These indicators will also be used to determine benchmarks, mid-term milestones, and progress towards reaching implementation targets. For more information, see the Project Monitoring and Evaluation Plan.

The following activities under the M&E work plan will provide AIP Foundation and stakeholders with the information needed to track and manage the project's general progress and assess its outcomes and impacts. These activities integrate closely with the project components and project goals and objectives.

5.1 School-Based Program M&E

5.1.1 Conduct School Helmet Observations

AIP Foundation will conduct three helmet observations (pre-intervention, post-intervention #1, and post-intervention #2) using a filming method to collect data on helmet use among students who commute to and from school on motorcycles and bicycles at the 18 targeted schools, as well as six control schools in each school year. The first helmet observation will take place within one week prior to the ceremony or event at each school where students and teachers will receive their helmets (2.4.4). The second helmet observation will be conducted within one week following the ceremony or event at each school. Finally, staff will conduct the third helmet observation 10-12 weeks after the ceremony or event at each school.

5.1.2 Conduct Crash Monitoring

To monitor traffic crashes involving students or teachers at targeted schools, AIP Foundation will provide the school coordinators with a Crash Notification Form and train them how to report crash occurrences by filling out the form and informing an AIP Foundation staff member immediately. Staff will visit each targeted school twice per school year to investigate the reported crash cases through interviews. They will use the Crash Investigation Form to collect detailed information about traffic crash, including whether the student or teacher was wearing a helmet.

5.1.3 Conduct School-Based Evaluations

AIP Foundation will conduct three evaluations of the SBP – a baseline survey, mid-term evaluation, and final evaluation. The baseline survey will be conducted with the school selection survey in June and July 2014 (2.1.1) and include information such as rates of motorcycle and bicycle helmet use among students before the intervention. The mid-term evaluation will be conducted from April to June 2015, after the second post-intervention helmet observation in the first school year, to identify the supporting and hindering factors within the implementation process, unintended outcomes, and ways to further exploit supporting factors, and to limit the effect or overcome hindering factors and negative outcomes. The final evaluation will be conducted in April and May 2016, at the end of the second school year, to get feedback from key stakeholders from the school and local community, including students, teachers, parents, school administrators, and government officials.

5.2 Behavior Change Communications M&E

5.2.1 Conduct Baseline Survey

AIP Foundation will contract with an external M&E agency to conduct a baseline survey in August 2014 to set knowledge, attitude, and behavior indicators prior to the launch of the BCC campaign. The evaluation will take place on two different levels: in 18 targeted communes in six targeted districts and in six control communes in three control districts.

5.2.2 Conduct Product Testing

AIP Foundation will contract with an external M&E agency to conduct a series of focus group discussions with the target audience to test the BCC key messages and materials, including the TV commercial, radio commercial, and billboard.

5.2.3 Conduct Media Monitoring

AIP Foundation will contract with an external M&E or media agency to conduct four months of media monitoring of the reach of BCC media products, including the TV and radio commercials. The agency will monitor the total number of different people exposed at least once to the campaign through various media channels in each year of the project.

5.2.4 Conduct Mid-Term and Final Evaluations

AIP Foundation will contract with an external M&E agency to conduct mid-term and final evaluations to assess the effectiveness of the BCC campaign against the baseline survey. The evaluation will take place on two different levels: in 18 targeted communes in six targeted districts and in six control communes in three control districts.

5.3 Enabling Environment Campaign M&E

5.3.1 Conduct Enforcement Study Tour Feedback Surveys

AIP Foundation staff will conduct a feedback survey for the enforcement study tours with national and district representatives (4.2.2 & 4.3.2). The survey will be conducted three months following each study tour to measure how participants applied what they learned to their work. Specifically, the survey will determine how participants used the knowledge they gained from the tours to provide inputs in the development of national and district passenger helmet enforcement action plans (4.2.4 & 4.3.4).

5.4 Project-Wide M&E

5.4.1 Conduct Routine Monitoring

AIP Foundation will conduct routine monitoring to frequently keep track of outputs from project activities. Staff will collect basic information on output indicators including measurements of people, objects, and occurrences, such as:

- Number of participants in trainings, workshops, meetings, or events
- Number of materials distributed
- Number of times the project is featured in media

5.4.2 Conduct Project-Wide Helmet Observations

AIP Foundation will contract with an external M&E agency to conduct quarterly helmet observations using a filming method to collect data on motorcycle helmet use rates. The observations will be conducted in 18 targeted and six control communes on the same day during two, one hour periods at one intersection in each commune, between a local road and a main road such as national highway. AIP Foundation will analyze how motorcycle helmet use rates change over time and how they differ between targeted and control communes.

5.4.3 Coordinate with Local Agency for Injury and Fatality Data Extraction

AIP Foundation will contract with a national road safety data agency to guarantee continuous access to injury and fatality data extraction and reporting throughout the project period. The injury and fatality data and reports will be used to calculate the rates of traffic crash head injuries and fatalities in targeted areas as well as the number of lives saved, injuries prevented, and cost-savings due to the HSHO project.

5.4.4 Consult with Technical Consultant

AIP Foundation will contract with a short-term technical consultant to provide general advice and inputs for the M&E design and implementation, report development and review, and assistance with the results dissemination process.

A gantt chart showing the activity schedule for M&E is shown in Figure 5.

Figure 5 Monitoring and Evaluation

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
5. Monitoring and Evaluation (M&E)																										
5.1 School-Based Program M&E	5.1.1	Conduct School Helmet Observations						x	x	x	x	x							x	x	x	x	x			
	5.1.2	Conduct Crash Monitoring						x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x	x
	5.1.3	Conduct School-Based Evaluations	x	x									x	x	x										x	x
5.2 Behavior Change Communications M&E	5.2.1	Conduct Baseline Survey			x																					
	5.2.2	Conduct Product Testing							x	x																
	5.2.3	Conduct Media Monitoring										x	x	x	x					x	x	x	x			
	5.2.4	Conduct Mid- and Final Evaluations														x	x							x	x	
5.3 Enabling Environment Campaign M&E	5.3.1	Conduct Enforcement Study Tour Feedback Surveys								x			x													

Activities	No.	Tasks	Timeline																								
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8				
			Year 1												Year 2												
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16		
5.4 Project-Wide M&E	5.4.1	Conduct Routine Monitoring	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	5.4.2	Conduct Project-Wide Helmet Observations		x	x		x	x		x	x		x	x		x	x		x	x		x	x		x	x	
	5.4.3	Coordinate with Local Agency for Injury and Fatality Data Extraction		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	5.4.4	Consult with Technical Consultant		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	

3.3.2. Materials Development

Throughout the HSHO project, a series of Information, Education, and Communication (IEC) materials will be developed to support the project activities. AIP Foundation's communications team and external agencies will develop a broad range of IEC materials directed at multiple audiences.

The primary target audience of the HSHO project is primary school students (aged 6 - 14), teachers, and parents; motorcycle passengers (aged 15-44); and government officials and traffic police residing or working within the targeted communes and districts. The secondary target audience is the general Cambodian population, particularly those aged 15-44.

A summary of IEC materials to be developed by AIP Foundation's communications team and external agencies, and their related project activities is presented in Table 3.

Table 3 IEC Materials Summary

Project Component	Activity	IEC Materials
Preparation and Project Launch	1.3 Project Logo Development	Project logo
SBP	2.2 Helmet Production	Helmet design mock-up
SBP	2.3 Teacher Activities	Teaching aids; Hand-outs
SBP	2.4 Ceremonies and Events	Backdrops, displays, hand-outs
SBP	2.5 Parent Activities	Commitment letters; Flyers
SBP	2.6 Student Activities	Backdrops, displays, hand-outs
SBP	2.7 Public Awareness Activities	Helmet use billboard; Helmet use poster
BCC	3.1 BCC Materials Development	Television commercial; Radio commercial; T-shirt; Backdrop, displays, hand-outs
BCC	3.2 Mass Media Campaign	Backdrops, displays, hand-outs; Online banner and advertisement; Televised roundtable discussions; Radio talk shows; Billboard; Long banner; Tuk tuk panel
BCC	3.3 Street-Based Campaign	Flyers; Helmet vouchers
BCC	3.4 Commune-Based Campaign	Flyers
EEC	4.1 Policy Briefs and Advocacy Meetings	Policy briefs; Co-signed letters
EEC	4.2 Nation-Wide Activities	Backdrop, displays, hand-outs
EEC	4.3 District-Wide Activities	Backdrop, displays, hand-outs
EEC	4.4 Commune-Wide Activities	Backdrop, displays, hand-outs

AIP Foundation's communications team will also publicize project activities and achievements through various media, including press releases, new updates, e-Newsletters, and social media postings.

In addition to developing IEC materials, the communications team will enhance presentation and packaging, prepare success stories, expand photo archives, and maintain and regularly update AIP Foundation's website and social media platforms.

3.3.3. Procurement

AIP Foundation will procure supplies and contractual services for the HSHO project as outlined in the approved budget under the contract. All procurement will be done in accordance with USAID, the government of Cambodia, and AIP Foundation regulations. A summary of procurements and their related project activities is presented in Table 4.

Table 4 Procurement Summary

Project Component	Activity	Procurements
	Supplies	
SBP	2.2 Teacher Trainings	Printed materials; Teaching aids; Refreshments
SBP	2.3 Helmet Production	Shipment of helmets from Hanoi to Phnom Penh; Shipment of helmets from Phnom Penh to schools
SBP	2.4 Ceremonies and Events	Ceremony set-up equipment; Costumes and decorations; Cleaning service; Refreshments
SBP	2.7 Public Awareness Activities	Helmet use posters
BCC	3.1 BCC Materials Development	T-shirts
BCC	3.3 Street-Based Campaign	Printed volunteer training materials; Flyers; Shipment of subsidized helmets
BCC	3.4 Commune-Based Campaign	Printed volunteer training materials; Campaign calendars, posters, flyers
BCC	4.4 Commune-Wide Activities	Printed materials
M&E	5.1 School-Based Program M&E	Printed materials
	Contractual Services	
SBP	2.7 Public Awareness Activities	Install/print 18 helmet use billboards
BCC	3.1 BCC Materials Development	Design and produce behavior change communications materials; Venue
BCC	3.2 Mass Media Campaign	Venue; Host public relations campaign; Air television commercial; Host/air roundtable discussions; Air radio commercial; Host/air talk show; Install/display billboards; Post/display tuk tuk panels
BCC	3.4 Commune-Based Campaign	Commune-wide loudspeaker announcements
EEC	4.2 Nation-Wide Activities	Venues
EEC	4.3 District-Wide Activities	Venues; International road safety expert presenter
EEC	4.4 Commune-Wide Activities	Venues
M&E	5.2 Behavior Change Communications M&E	Baseline survey; Media testing; Media monitoring; Mid-Term and Final evaluations
M&E	5.4 Project-Wide M&E	Helmet observations; Data extraction; Short-term technical assistance

3. Organization of Staff

A summary of staff involved in the HSHO project, their responsibilities, and allocation of their time for the project is shown in Table 5. A summary of staff recruited for new job positions under the project is presented in Annex II. New Staff Recruitment Report.

Table 5 Staff Responsibilities and Allocation of Time

Name	Position Title	Responsibilities	Allocation of Time	
			Percent	Months
Mirjam Sidik	CEO	Provide project direction and oversight	10%	24
Bui Van Truong	Monitoring & Evaluation Manager	Supervise monitoring & evaluation activities	30%	24
To be hired	Finance Director	Manage all accounting and financial activities	15%	22
Van Thi Lan	Chief Accountant	Provide support to the Finance Director	20%	24
Kim Pagna	Country Director	Oversee all country programs and manage partner relations	60%	24
Sim Sophal	Programs Manager, School-Based Program	Manage all aspects of the School-Based Program	80%	24
Khun Chanpha	Programs Manager, Behavior Change Communications	Manage all aspects of the Behavior Change Communications	100%	24
To be hired	Programs Manager, Enabling Environment Campaign	Manage all aspects of the Enabling Environment Campaign	100%	24
Im Piseth	Programs Coordinator, School-Based Program	Provide support to the School-Based Program Manager	100%	24
To be hired	Programs Assistant, Behavior Change Communications	Provide support to the Behavior Change Communications Manager	100%	24
To be hired	Programs Assistant, Enabling Environment Campaign	Provide support to the Enabling Environment Campaign Manager	100%	24
Colin Delmore	Development Director	Oversee writing of milestone reports	10%	22
Naomi Fujiki	Development Coordinator	Manage compliance with regulations and write milestone reports	70%	2
Ellen Halbach	Compliance & Development Coordinator	Manage compliance with regulations and write milestone reports	70%	22
Vuth Sela	Finance Assistant	Provide in-country support to Chief Accountant	70%	24
To be hired	Operations Officer	Provide logistical support and operational services	60%	24
Frances Massing	Communications Manager	Manage development of communications materials	10%	24
Lainey Freels	Communications Coordinator	Provide support to the Communications Manager	10%	22
Tran Duy Hoang Phuong	Design & Website Specialist	Design communications materials	15%	24

4. Milestone Reporting

A list of reports to be submitted for each Milestone is presented in Table 6.

Table 6 Milestone Report Requirements

Milestone	Deadline	Report	Amount
1	July 1, 2014	Implementation Plan New Staff Recruitment Report Monitoring and Evaluation Plan	$127,198.60
2	September 1, 2014	EEC Meetings and Policy Briefs Report Quarterly Progress Report	$31,799.65
3	December 1, 2014	SBP and BCC Baseline Surveys Report Quarterly Progress Report	$63,599.30
4	March 1, 2015	SBP Ceremonies and Events Report Quarterly Progress Report	$63,599.30
5	June 1, 2015	SBP Activities Report Quarterly Progress Report Implementation Plan Monitoring and Evaluation Plan Environmental Mitigation and Monitoring Report	$127,198.60
6	September 1, 2015	SBP and BCC Mid-Term Evaluations Report Passenger Helmet Use Rates Report Quarterly Progress Report	$95,398.95
7	December 1, 2015	EEC Activities Report Quarterly Progress Report	$31,799.65
8	March 1, 2016	BCC Street-based campaign Report Quarterly Progress Report	$31,799.65
9	June 1, 2016	BCC Media Monitoring Report Quarterly Progress Report SBP and BBC Final Evaluation Report Environmental Mitigation and Monitoring Report	$63,599.30
10	September 1, 2016	Final Evaluation and Scaling Report	

Annex I. Implementation Plan Gantt Chart

Annex II. New Staff Recruitment Report

ASIA INJURY PREVENTION FOUNDATION

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Annex I. Implementation Plan Gantt Chart

Activities	No.	Tasks	Timeline																								
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8				
			Year 1												Year 2												
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	######	Apr-15	######	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	######	Apr-16	######
1. Preparation and Project Launch																											
1.1 New Staff Recruitment	1.1.1	Hire and Provide Orientation for New Staff	x	x																							
	1.1.2	Introduce New Staff to Stakeholders		x																							
1.2 Project Announcement	1.2.1	Send Announcement Letter to Government Officials		x																							
	1.2.2	Distribute Press Release			x																						
	1.2.3	Announce on Social Media			x																						
	1.2.4	Conduct Project Presentations		x	x																						
	1.2.5	Conduct Media Interviews			x																						
	1.2.6	Meet with Government Officials, Ambassadors, and Development Partners			x	x	x	x	x																		
1.3 Project Logo Development	1.3.1	Design and Test Project Logo		x	x	x																					
2. School-Based Program (SBP)																											
2.1 School Selection and Planning Meetings	2.1.1	Conduct School Selection Survey and Select Schools	x	x																							
	2.1.2	Receive Government Approval and Host Planning Meetings		x	x																						
	2.1.3	Develop School Implementation Plans and Host Planning Meetings				x	x	x	x								x	x	x								
2.2 Helmet Production	2.2.1	Conduct Helmet Fittings and Color Testing		x												x											
	2.2.2	Design, Order, Produce, and Ship Helmets				x	x	x									x	x	x								
2.3 Teacher Activities	2.3.1	Organize Teacher Training Workshops					x	x											x								
	2.3.2	Select and Meet with School Coordinators					x	x											x								
2.4 Ceremonies and Events	2.4.1	Design, Order, Print Communications Materials				x	x	x																			
	2.4.2	Promote Attendance			x	x	x	x	x										x	x							
	2.4.3	Prepare Ceremony and Event Activities					x	x										x	x								
	2.4.4	Organize Ceremonies and Events							x											x							
2.5 Parent Activities	2.5.1	Distribute Parent Commitment Letters and Flyers							x	x										x	x						
	2.5.2	Organize Parent Information Sessions									x	x										x	x				
2.6 Student Activities	2.6.1	Organize Student Activities to Promote Road Safety											x	x								x					
2.7 Public Awareness Activities	2.7.1	Install and Display Helmet Use Billboards					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	2.7.2	Hang and Display Helmet Use Posters							x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
3. Behavior Change Communications (BCC)																											
3.1 BCC Materials Development	3.1.1	Design and Produce BCC Materials				x	x	x	x	x	x						x	x									
	3.1.2	Host Consultative Stakeholder Meeting to Review BCC Materials								x								x									
3.2 Mass Media Campaign	3.2.1	Host Press Conferences										x								x							
	3.2.2	Coordinate Public Relations Campaign										x	x	x	x					x	x	x	x				
	3.2.3	Air Television Commercial										x	x	x	x					x	x	x	x				
	3.2.4	Produce and Air Televised Roundtable Discussions										x	x	x						x	x	x					
	3.2.5	Air Radio Commercial										x	x	x	x					x	x	x	x				
	3.2.6	Produce and Air Radio Talk Shows										x	x	x	x					x	x	x	x				
	3.2.7	Install and Display Billboards										x	x	x	x					x	x	x	x				
	3.2.8	Hang and Display Long Banners										x	x	x	x					x	x	x	x				

Activities	No.	Tasks	Timeline																							
			Q1			Q2			Q3			Q4			Q5			Q6			Q7			Q8		
			Year 1												Year 2											
			Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	######	Apr-15	######	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	######	Apr-16	######
	3.2.9	Post and Display Tuk Tuk Panels										x	x	x	x					x	x	x	x				
3.3 Street-Based Campaign	3.3.1	Organize Campaign Days with Flyers and Helmet Vouchers									x	x	x	x	x	x											
3.4 Commune-Based Campaign	3.4.1	Organize Commune-Wide Activities										x	x						x	x							
	3.4.2	Promote Campaign through Loudspeakers											x	x	x						x	x	x				
	3.4.3	Organize Door-to-Door Campaign											x	x	x						x	x	x				
	3.4.4	Distribute Flyers in Common Areas										x	x	x	x					x	x	x	x				
4. Enabling Environment Campaign (EEC)																											
4.1 Policy Briefs and Advocacy Meetings	4.1.1	Disseminate Policy Briefs			x	x	x	x			x																
	4.1.2	Meet with Government Officials, Ambassadors, and Leaders			x	x																					
	4.1.3	Send Co-Signed Letters to Senior-Level Government Officials			x	x																					
4.2 Nation-Wide Activities	4.2.1	Host Nation-Wide Stakeholder Workshops			x												x										x
	4.2.2	Organize Enforcement Study Tour with National Representatives					x																				
	4.2.3	Host National Passenger Helmet Enforcement Action Plan Workshop						x																			
	4.2.4	Develop National Passenger Helmet Enforcement Action Plan						x	x	x	x	x	x														
4.3 District-Wide Activities	4.3.1	Host District-Wide Stakeholder Workshops				x										x										x	
	4.3.2	Organize Enforcement Study Tour with District Representatives								x																	
	4.3.3	Host District Passenger Helmet Enforcement Action Plan Workshop									x																
	4.3.4	Develop District Passenger Helmet Enforcement Action Plans									x	x	x														
4.4 Commune-Wide Activities	4.4.1	Host Commune-Wide Meetings					x						x	x				x						x	x		
5. Monitoring and Evaluation (M&E)																											
5.1 School-Based Program M&E	5.1.1	Conduct School Helmet Observations						x	x	x	x	x							x	x	x	x	x				
	5.1.2	Conduct Crash Monitoring						x	x	x	x	x	x	x	x	x			x	x	x	x	x	x	x	x	
	5.1.3	Conduct School-Based Evaluations	x	x									x	x	x										x	x	
5.2 Behavior Change Communications M&E	5.2.1	Conduct Baseline Survey			x																						
	5.2.2	Conduct Product Testing							x	x																	
	5.2.3	Conduct Media Monitoring										x	x	x	x					x	x	x	x				
	5.2.4	Conduct Mid-Term and Final Evaluations														x	x							x	x		
5.3 Enabling Environment Campaign M&E	5.3.1	Conduct Enforcement Study Tour Feedback Surveys								x			x														
5.4 Project-Wide M&E	5.4.1	Conduct Routine Monitoring	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	5.4.2	Conduct Project-Wide Helmet Observations		x	x		x	x		x	x		x	x		x	x		x	x		x	x		x	x	x
	5.4.3	Coordinate with Local Agency for Injury and Fatality Data Extraction		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
	5.4.4	Consult with Technical Consultant		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Monitoring and Evaluation Plan

Head Safe, Helmet On.

June 2014 – May 2016

July 2014

This report was produced for review by the United States Agency for International Development (USAID). It was prepared by the Asia Injury Prevention (AIP) Foundation for Milestone 1 under Grant No. AID-OAA-F-14-00012.

USAID
FROM THE AMERICAN PEOPLE

AIP FOUNDATION
MAKING ROADS SAFE

Monitoring and Evaluation Plan

Head Safe, Helmet On.

June 2014 – May 2016

Grant No. AID-OAA-F-14-00012

July 2014

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Acronyms

AIP	Asia Injury Prevention Foundation
BCC	Behavior Change Communications
EEC	Enabling Environment Campaign
HSHO	Head Safe, Helmet On
IEC	Information, Education, and Communication
M&E	Monitoring and Evaluation
PMEP	Project Monitoring and Evaluation Plan
RCVIS	Road Crash and Victim Information System
SBP	School-Based Program
USAID	United States Agency for International Development
USAID-DIV	USAID's Development Innovation Ventures
US CDC	United States Centers for Disease Control and Prevention

1. Introduction

1.1. Project Overview

Road traffic crashes are a growing public health problem in Cambodia. In 2012, road crashes caused 13,649 reported injuries and 1,996 reported fatalities, of which 68 percent involved motorcyclists.[1] Many motorcycle-related fatalities could be prevented if motorcycle drivers and passengers in Cambodia wore helmets consistently and correctly, which has been shown to reduce the risk of death by 42 percent and head injury by 69 percent in a crash.[2] Cambodian law mandates helmet use for motorcycle drivers, but not passengers, resulting in helmet use rates in 2010 of 65 percent among drivers and 9 percent among passengers.[3][4]

To address the need to increase passenger helmet use in order to prevent thousands of unnecessary road crash injuries and fatalities, the United States Agency for International Development's Development Innovation Ventures (USAID-DIV) funded the Asia Injury Prevention (AIP) Foundation's two-year project "Head Safe, Helmet On." (HSHO). The project is designed to build on AIP Foundation's established efforts promoting helmet wearing throughout Cambodia.

From June 1, 2014 to June 1, 2016, the project will be implemented in 18 targeted communes in Cambodia, with activities targeting the community and one primary school in each. The communes are located in six different districts, two from each Phnom Penh, Kandal, and Kampong Speu provinces. The project comprises three simultaneous components with the following objectives:

- **School-Based Program:** Increase helmet use at targeted schools by providing helmets and road safety education to all students and teachers while reinforcing messages through various activities
- **Behavior Change Communications**: Improve passenger helmet use behavior through mass media, street-based, and commune-based campaigns
- **Enabling Environment Campaign**: Enhance commitment to approve the passenger helmet law and, upon its passage, improve enforcement by engaging key stakeholders in a series of meetings, workshops, and study tours

The primary goal of the HSHO project is to increase passenger helmet use in targeted communes and districts where the project will be implemented. Reaching this goal will lead to the longer-term impact of a decreased rate of road crash head injuries and fatalities within the targeted areas.

[1] Cambodia National Road Safety Committee Road Crash and Victim Information System, *2012 Annual Report: Road Crashes and Casualties in Cambodia*.
[2] Liu et al., "Helmets for Preventing Injury in Motorcycle Riders."
[3] World Health Organization, *Global Status Report on Road Safety 2013*.
[4] According to Handicap International, *Final Report on Helmet Use Observational Studies*., helmet use dropped from 2010 to 2012, when rates were 55 percent of drivers and 7 percent of passengers.

1.2. Development of Project Monitoring and Evaluation Plan

AIP Foundation, with technical assistance from and in close collaboration with external partners and evaluators, will lead monitoring and evaluation (M&E) to measure effectiveness, identify problem areas, gather lessons learned, and improve overall performance of the HSHO project.

The data will be collected in a cost-effective and sustainable manner to demonstrate how project activities have led to the expected outcomes (e.g. an increase in passenger helmet use rates) and contributed to the longer-term impact (e.g. a reduction in head injuries and fatalities). In addition, the data collected will be used in advocacy activities to raise awareness of the importance of passenger helmet use among those in a position to change policy, commit resources, and support the project. The data will also inform future phases of the project and guide development of similar projects.

This Project Monitoring and Evaluation Plan (PMEP) serves as a reference tool that details the indicators, methods, data collection tools, data management, quality assurance, and responsibilities for monitoring and evaluating the project.

1.2.1. Guiding Principles

The PMEP is influenced by the following guiding principles:

- **Employ an evidence-based and results-based approach:** The results of previous AIP Foundation projects in Cambodia and Vietnam provides a strong evidence base for the project. It will continue to build on this evidence through reviews of project results and external studies during the course of the project.
- **Ensure the selection of good indicators:** A set of indicators was selected for the PMEP based on the following questions:
    - Are project objectives measurable?
    - Are the data needed to measure the indicators available? If not, is it feasible to collect them?
    - Are there alternative, more appropriate measures that need to be considered?
    - How often will the results be measured? Reported?
    - Will the data be available from internal or external sources?
    - How much is budgeted for M&E? Are resources available to analyze secondary data?
- **Apply public health best practice:** The PMEP draws on best practice and methodology[5] for tool development, data collection, management, analysis, and dissemination. To achieve efficiency, cost-effectiveness, and participation of stakeholders, existing data sources and collection tools from international and local experts will be used. These include the Cambodian Road Crash and Victim Information System (RCVIS), the National Road Safety Committee, the World Health

[5] The United Nations Development Programme (UNDP): Handbook on Planning, Monitoring, and Evaluating Development Results.

Organization, Asian Development Bank, and Handicap International. Following this principle will ensure greater institutionalization and greater long-term sustainability of the project.

- **Ensure data quality:** The School-Based Program Manager, Behavior Change Communications Manager, and Enabling Environment Manager will be trained in the data collection and quality assurance procedures. The M&E team will oversee data collection, entry, management, and analysis to ensure the accuracy, appropriateness, completeness, consistency, and timeliness of these processes.
- **Ensure appropriate data use:** The PMEP and database management are structured to allow project staff to continually reassess activities and identify lessons learned. The M&E team will reference both internal and external data to understand the effectiveness of the project in reaching targeted outputs, outcomes, and impact.
- **Serve as a "living document:"** The PMEP is designed in a flexible way that will allow it to adapt and reflect changes in the project.

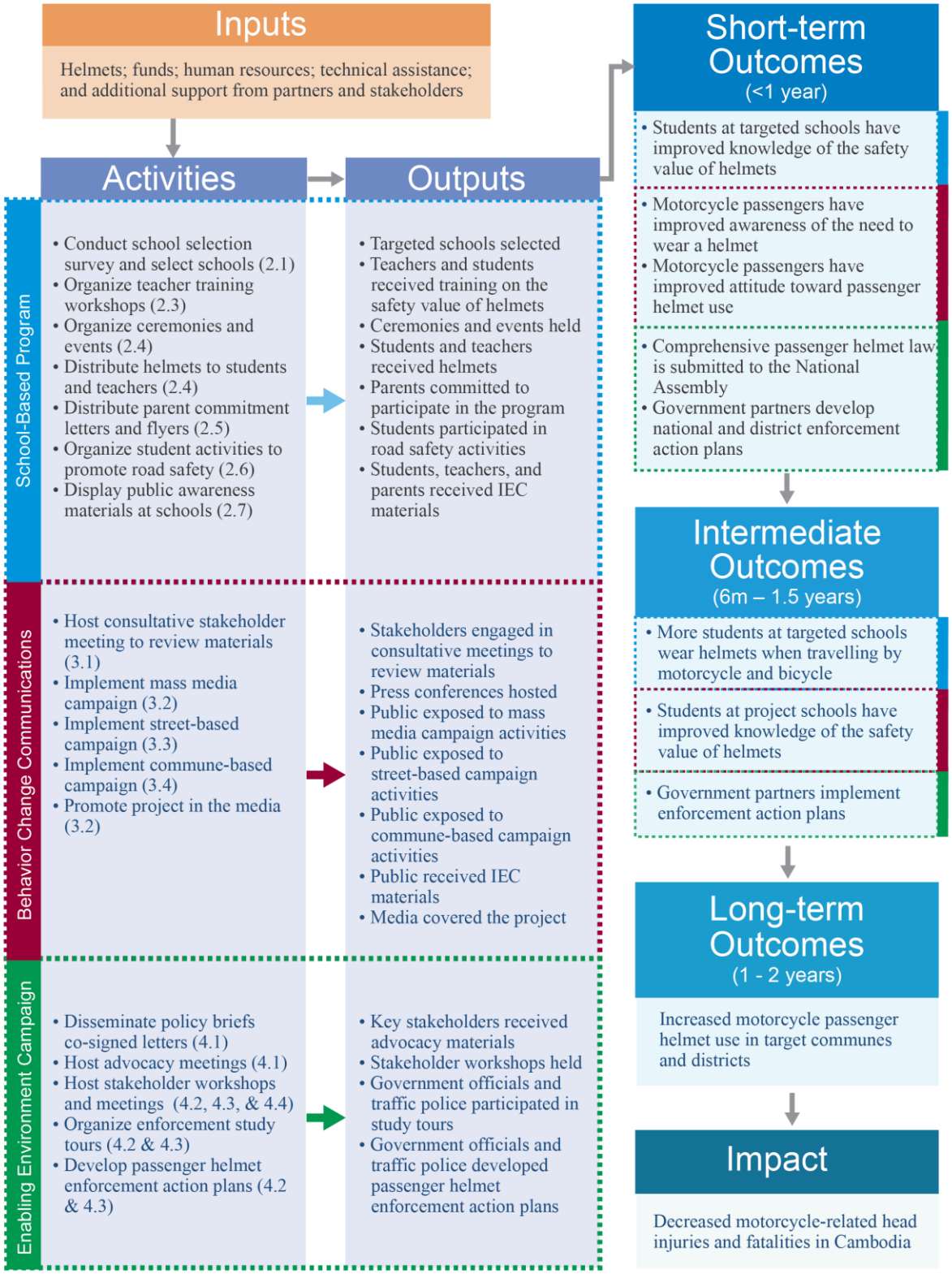
1.2.2. Logic Model

The PMEP is built upon a logic model, which illustrates the project progresses towards its stated goals and objectives. The logic model demonstrates the connection between planned inputs and activities to expected outputs, outcomes, and impact.

- **Inputs** are human, financial, and physical resources that contribute to the project
- **Activities** are implemented and produce **outputs**
- **Outcomes** are observed results or changes
- **Impact** is the longer-term goal to which the project outcomes contribute

The logic model for the HSHO project provides greater detail on the activities associated with each project component, as shown in Figure 1. The activities refer to numbered activities in the Implementation Plan.

Figure 1 HSHO Project Logic Model



2. PMEP Components

2.1. Definition and Measurement of Indicators

Indicators are selected to measure the outputs, outcomes, and impact of activities, as stated in the logic model. The selected indicators are according to project component: School-Based Program, Behavior Change Communications, and Enabling Environment Campaign. A summary of the indicators that link with the logic model is presented in Table 1.

Other reference documents defining indicators and how they will be measured include Annex I. Monitoring and Evaluation Framework Matrix, which lists all the indicators, baseline values, targets, method of data collection, and responsibilities for data collection; Annex I. Implementation Plan Gantt Chart (in the Implementation Plan), which outlines the timeline for M&E activities; and Annex II. Indicator Reference Sheet, which presents the definitions and details of each indicator.

Table 1 Indicator Summary

Level in logic model	Description	Relevant indicator(s)
2.1.1. Impact	Decreased motorcycle-related head injuries and fatalities in Cambodia	1. Per capita motorcycle-related head injuries and fatalities in Cambodia
2.1.2. Long-Term Outcome	Increased motorcycle passenger helmet use in targeted communes and districts	2. Percentage of motorcycle passengers observed wearing helmets in targeted communes and districts
2.1.3. Intermediate Outcomes	More students at targeted schools wear helmets when travelling by motorcycle and bicycle	3. Percentage of students observed wearing helmets at targeted schools
	More motorcycle passengers in targeted communes wear helmets	4. Percentage of people surveyed in targeted communes reported always wearing helmet in the last month as passengers
	Government partners implement enforcement action plans	5. Number of fines given by the police to passengers for not wearing helmets
2.1.4. Short-Term Outcomes	Students at targeted schools have improved knowledge of the safety value of helmets	6. Average score of students on knowledge test
	Motorcycle passengers have improved awareness of the need to wear a helmet	7. Percentage of people surveyed who are aware of benefits of passenger helmet use
	Motorcycle passengers have improved attitude toward passenger helmet use	8. Percentage of people surveyed who intend to wear helmet as passengers
	Comprehensive passenger helmet law is submitted to the National Assembly	9. Submission of passenger helmet law to National Assembly (yes/no)
	Government partners develop national and district enforcement action plans	10. Percentage of government partners who apply what they learned in the study tours to develop enforcement action plans

2.1.5. School-Based Program Outputs	Targeted schools selected	11. Number of schools selected for intervention
	Teachers and students received training on the safety value of helmets	12. Number of trainees educated on the safety value of a helmet
	Ceremonies and events held	13. Number of participants at the ceremonies and events
	Students and teachers received helmets	14. Number of helmets distributed to targeted schools
	Parents committed to participate in the program	15. Percentage of parent commitment letters signed and returned
	Students participated in road safety activities	16. Number of students who participated in road safety activities
	Students, teachers, and parents received IEC materials	17. Number of IEC materials distributed to targeted schools
2.1.6. Behavior Change Communications Outputs	Stakeholders engaged in consultative meetings to review materials	18. Number of participants in consultative meetings
	Press conferences hosted	19. Number of participants attended press conferences
	Public exposed to mass media campaign activities	20. Percentage of people surveyed in targeted communes who have been exposed to the campaign message by different channels 21. Estimated number of people nationwide exposed to communications messages by different channels 22. Number of times the communications message aired on mass media channels
	Public exposed to street-based activities	23. Number of motorcycle passengers reached by street-based activities
	Public exposed to commune-based activities	24. Number of participants at commune-wide events
	Public received IEC materials	25. Number of IEC materials distributed
	Media covered the project	26. Number of times project featured in media
2.1.7. Enabling Environment Campaign Outputs	Key stakeholders received advocacy materials	27. Number of senior-level officials who received co-signed letters 28. Number of policy briefings conducted
	Stakeholder workshops held	29. Number of participants at stakeholder workshops
	Government officials and traffic police participated in study tours	30. Number of study tour participants
	Government officials and traffic police developed passenger helmet enforcement action plans	31. Number of government officials and traffic police who participated in the action plan workshops

2.2. Data Collection Methods, Tools, and Management

Data for monitoring and evaluating the HSHO project will be obtained using the methods and tools that match the indicators summarized above, are appropriate to the context, and are easy to use.

The data collection methods, tools, and management process will vary according to the type of data collection.

- Routine monitoring data will be collected for simple, countable indicators
- Specialized, in-depth quantitative data will be collected to measure knowledge, observed and reported behavior, estimated reach, and feedback
- Qualitative data will be collected to develop and design campaign strategies, test draft concepts, improve the school-based intervention, add explanatory depth to quantitative findings, and document lessons learned from both successes and failures
- External data will be collected to calculate the impact of the project

The process for data management will depend on the type of data collection, methods, and tools, as outlined in Table 2. All project data will be entered into ActivityInfo, on online monitoring tool that is currently used in all of AIP Foundation's offices to collect, store, and report data (www.activityinfo.org). Statistical software (SPSS or STATA) will be used for analysis by the M&E Manager or research and/or M&E partners. AIP Foundation's server will be used to store qualitative and external data, in password-protected folders, as appropriate.

Table 2 Methods, Tools, and Data Management

Type of data collection	Method description	Tool description	Data management process
2.2.1. Routine Monitoring	Data for simple, countable output indicators will be recorded routinely by project staff on activity-based data collection forms. These indicators include measurements of people, objects, and occurrences.	**Counting forms** list all indicators selected for each activity, and are printable for easy data collection on site, and match the database in format for quick data entry.	• Entered directly into ActivityInfo by project staff within one week of collection • Checked daily for quality by M&E Coordinator
		Participant lists detail the names, titles, and per diem for attendees of stakeholder workshops, press conferences, and trainings.	
		Distribution lists detail the type of material, how many were distributed, where, and, if applicable, to whom.	
		Helmet order forms are used to collect head sizes and quantities needed to produce the helmets donated to schools.	
		School selection questionnaires are used to survey potential schools using a set of selection criteria and to collect data about the school population.	
		Media clippings are collected for any feature related to project activities.	

		Airing schedules are collected from media channels to track the number of times the message is aired.	
		Police reports are collected to calculate the number of fines issued during a given period.	
2.2.2. Specialized, In-Depth Quantitative Data	**Helmet observations** will measure helmet use among students at targeted schools and passengers in targeted communes.	**Helmet observation guidelines** are followed to film and count data in comparable video observations at targeted schools and in targeted communes.	• Entered by individual case (respondent, motorcycle observed, etc.) into Epidata or Excel by field staff and consultants • Analyzed in SPSS/STATA by M&E Manager and/or consultants • Aggregated and entered into ActivityInfo • Checked for quality by M&E Coordinator
	Student knowledge tests will measure the knowledge among students at targeted schools of the safety value of helmets pre- and post-intervention.	**Knowledge test questionnaires** are designed appropriately to grade level and include content from the student training.	
	Training evaluation surveys will measure the effectiveness of the training to improve training content and methods.	**Training evaluation questionnaires** include a series of questions about the overall usefulness of training, the performance of the trainer, and trainees perceived readiness to apply the training to their work.	
	Knowledge, attitude, and reported behavior (KAB) surveys will provide the evidence required to guide campaign design and to measure campaign effectiveness.	**KAB questionnaires** include a series of questions about respondents' self-reported helmet use, exposure to the campaign, awareness of the need to wear a helmet, and attitude toward passenger helmet use.	
	Follow-up evaluation surveys will be conducted three to six months after the activity to measure the effectiveness of trainings and study tours.	**Follow-up evaluation questionnaires** include a series of questions about what participants learned and if/how the participants have used their new knowledge in their work.	
	Reach analysis uses reach estimation methods to calculate the total number of people exposed to the campaign during a given period through different media channels.	**Reach estimation guidelines** outline the steps to accurately estimate unique viewers of campaign content, inclusive of all media channels.	
2.2.3. Qualitative Data	**Crash reporting and investigation** will demonstrate the safety value of the helmet when students are involved in a crash.	**Crash monitoring form** are used by teachers to document the details of any crashes involving students and teachers, if they were wearing a helmet, treatment they received, and their current condition.	• Analyzed by M&E Manager • Stored as text documents on the AIP Foundation's server • Aggregated and entered into ActivityInfo • Checked for quality by M&E Coordinator
	Interviews and focus group discussions with stakeholders from targeted schools and communities will be conducted post-intervention to draw lessons learned from the project.	**In-depth interview and focus group discussion guidelines** provide interviewers and discussion leaders semi-structured questions to collect respondents feedback on the project and perceptions of child helmet use.	
	A document review will take place during the final evaluation to understand the process of program implementation and its effectiveness.	**Document review guidelines** facilitate an external review of internal and external files, such as program and administrative records and official progress reports.	

2.2.4. External Data	**Injury and fatality data** will be used to calculate reductions in the rates of traffic crash head injuries and fatalities in targeted areas.	**Data extraction guidelines** will outline the steps to draw data from the Road Crash and Victim Information System (RCVIS) for targeted provinces.	
	Cost- and life-saving calculations will estimate the number of lives and the amount of money saved due to the project.	**Impact calculations guidelines** will outline the steps to calculate data from the National Road Safety Committee, Handicap International, and the World Health Organization, along with observation and RCVIS data.	

2.3. Data Quality Assurance

AIP Foundation's M&E team will develop data quality assurance procedures for PMEP implementation, with technical advice from external partners, to ensure that both the program team and the M&E team understand the data collected and that the data is accurate, appropriate, complete, consistent, and collected in a timely manner. The M&E team will then ensure that all program team members are trained in the procedures for PMEP data collection and quality assurance. The M&E team will also conduct ongoing quality checks and supervision during project implementation to ensure that the quality assurance procedure is strictly followed and that data are appropriately used and disseminated throughout the system.

2.4. Dissemination and Use

The PMEP for the HSHO project is designed to allow the program team to continually reassess activities and to use lessons learned when eventually operating at a larger scale. Results will be used for:

- Strategic planning and decision-making;
- Documenting and improving based on lessons learned;
- Understanding the effectiveness of the project in achieving intended outputs, outcomes, and impact;
- Producing project reports available to all stakeholders and funding partners, as well as to the broader public, and submitted to USAID as part of milestone reporting; and
- Contributing to academic publications.

2.5. PMEP Coordination and Responsibility

Monitoring and evaluation of the project will be a shared responsibility among the project staff, M&E team, and external partners.

- The **Project Managers** for each of the components will collect data and draft reports for their respective components.
- The **M&E team,** supported by the program managers and Country Director, will oversee the work of the selected evaluation consultants, including data collection, analysis, and reporting. The M&E team will also coordinate data collection, check data quality, manage databases, and review data collection tools. The Regional M&E Manager will finalize and approve data collection tools and reports.
- **External partners** will provide short-term technical assistance for study designs, tool development, reporting, and dissemination.

Annex I. Monitoring and Evaluation Framework Matrix

Annex II. Indicator Reference Sheet

ASIA INJURY PREVENTION FOUNDATION

12B Ngoc Khanh, Ngoc Khanh Ward

Ba Dinh District, Hanoi, Vietnam

Tel: (84-4) 3771 0700 - Fax: (84-4) 3771 0701

Email: info@aipf-vietnam.org

www.asiainjury.org

Annex II. Indicator Reference Sheet

I. Impact

1. Per capita motorcycle-related head injuries and fatalities in Cambodia	
Rationale	The indicator aims to measure the impact stated in the logic model. It measures the per capita motorcycle-related head injuries and fatalities among motorcycle passengers in the targeted provinces of Phnom Penh, Kandal, and Kampong Speu. The measurement indicates the project's contribution to a change in the number of motorcycle-related head injuries and fatalities in Cambodia.
Definition	Per capita motorcycle-related head injuries and fatalities in the given year: Numerator: (A) Reported number of motorcycle-related head injuries in targeted province in the given year (B) Reported number of motorcycle-related fatalities in targeted province in the given year Denominator: (C) Population in targeted province in the given year The rate of motorcycle-related head injuries (per 100000 population) = (A) * 100000/(C) The rate of motorcycle-related fatalities (per 100000 population) = (B)* 100000/(C)
Unit of measure	Rate per 100,000 population
Methods and source of measurement	Reported motorcycle-related head injury (A) and fatality (B) data will be extracted from the Road Crash and Victim Information System (RCVIS) provincial reports. Population in targeted provinces (C) in the given year will be referenced from the National Institute of Statistics of Cambodia. Together these data will be used to calculate the per capita rates of traffic crash head injuries and fatalities in targeted provinces.
Measurement tool	Data extraction guidelines
Frequency	Every 6 months
Responsible person	Country Director

II. Long-Term Outcome

2. Percentage of motorcycle passengers observed wearing helmets in targeted communes and districts	
Rationale	The indicator aims to measure the long-term outcome stated in the logic model. It measures helmet use among motorcycle passengers in targeted communes and districts. The measurement indicates the observable change resulting from project implementation.
Definition	Percentage of motorcycle passengers observed wearing helmets in targeted communes and districts: …at commune level = (A1*100)/A2 …at district level = (B1*100)/B2 Numerator: (A1) Number of passengers observed wearing helmets aggregated from all observation sites and times within targeted communes on the day of observation. (B1) Number of passengers observed wearing helmets aggregated from all observation sites and times within targeted districts on the day of observation. Denominator:

	(A2) Total number of passengers observed aggregated from all observation sites and times within targeted commune on the day of observation. (B2) Total number of passengers observed aggregated from all observation sites and times within targeted districts on the day of observation.
Unit of measure	Percentage
Methods and source of measurement	Data collection will be conducted through filmed helmet observations at one intersection in each targeted commune, between a local road and a main road, such as national highway that connects with other communes, districts, and provinces. One-hour observations will take place at two points in time during one day. Every motorcycle riding towards the camera screen will be counted and entered into the database. The data will be analyzed for percentage of passengers observed who wear helmets, aggregated by district and disaggregated by gender and vehicle type.
Measurement tool	Helmet observation guidelines
Frequency	Every 6 months
Responsible person	Country Director

III. Intermediate Outcomes

3. Percentage of students observed wearing helmets at targeted schools	
Rationale	The indicator aims to measure an intermediate outcome stated in the logic model. It measures helmet use among children at targeted schools. The measurement indicates the observable change resulting from the School-Based Program component of the project.
Definition	Percentage of students observed wearing helmets at targeted schools = (A1*100)/A2 Numerator: (A1) Number of students commuting to/from targeted schools on motorbikes and bicycles observed wearing helmets at the day of observation. Denominator: (A2) Total number of students commuting to/from targeted school on motorbikes and bicycles observed at the day of observation.
Unit of measure	Percentage
Methods and source of measurement	Data collection will be conducted through filmed helmet observations of students commuting to/from targeted schools on motorcycles and bicycles. Observations will take place within one week in advance of handover ceremonies, within one week after handover ceremonies, and 10 to 12 weeks after handover ceremonies. The observations are conducted at school gates either when students are leaving or coming to schools. Every motorcycle riding toward the camera screen will be counted and entered in the database. The data will be analyzed for the percentage of students observed who wear helmets by school, aggregated by all targeted schools and disaggregated by gender and vehicle type.
Measurement tool	Helmet observation guidelines
Frequency	Every 6 months
Responsible person	School-based Program Manager

4. Percentage of people surveyed in targeted communes reported always wearing helmet in the last month as passengers	
Rationale	The indicator aims to measure an intermediate outcome stated in the logic model. It measures helmet use among motorcycle passengers in targeted communes. The measurement indicates the change resulting from the Behavior Change Communications component of the project.

Definition	Percentage of people surveyed in targeted communes who reported always wearing helmet in the last month as motorcycle passengers = (A1*100)/A2 Numerator: (A1) Number of people surveyed who reported always wearing helmet in the last month as passengers Denominator: (A1) Number of people surveyed
Unit of measure	Percentage
Methods and source of measurement	This indicator is measured through baseline, midterm and final surveys on knowledge, attitudes, and behavior (KAB) of motorcycle passengers toward passenger helmet use. The survey respondents, selected through probability sampling method, will be asked questions about how often they wore helmets in the last month as motorcycle passengers. The frequency includes five levels: never, rarely, sometime, often, and always. Data will be analyzed to show the percentage of always wearing helmet as passenger aggregated by communes, districts, and provinces, and disaggregated by gender.
Measurement tool	KAB questionnaire
Frequency	Annually
Responsible person	Behavior Change Communications Manager

5. Number of fines given by the police to passengers for not wearing helmets	
Rationale	The indicator aims to measure an intermediate outcome stated in the logic model. It measures the implementation of enforcement action plans. The measurement indicates the effectiveness of the Enabling Environment Campaign.
Definition	Number of fines given by the police to passengers not wearing helmets within a given period
Unit of measure	Fines
Methods and source of measurement	This indicator is measured through collecting and reviewing the fine data from the police every quarter. The number of fines collected and counted will be aggregated to show total number of fines in targeted areas and disaggregated by provincial level.
Measurement tool	Police reports
Frequency	Every 6 months
Responsible person	Enabling Environment Campaign Manager

IV. Short-term outcomes

6. Average score of students on knowledge test	
Rationale	The indicator aims to measure a short-term outcome stated in the logic model. It measures the knowledge of the safety value of helmets among students at targeted schools. The measurement indicates the change resulting from the student and teacher training at targeted schools.
Definition	Percent average of the total correct scores of the knowledge test among students who take the test = (A*100)/(B*C) Nominator (A) Number of correct answers aggregated for all students who take the test Denominator (B) Number of questions on the test (C) Number of students who take the test
Unit of measure	Percentage

Methods and source of measurement	A knowledge test with questions on the importance of helmet use, the parts of a helmet, and appropriate helmet use is issued to all students before and after training. Average scores of all students will be calculated and compared before and after the training.
Measurement tool	Knowledge test questionnaire
Frequency	Annually
Responsible person	School-Based Program Manager

7. Percentage of people surveyed who are aware of benefits of passenger helmet use	
Rationale	The indicator aims to measure a short-term outcome stated in the logic model. It measures awareness among motorcycle passengers of the need to wear a helmet. The measurement indicates the change in knowledge resulting from exposure to the Behavior Change Communications campaign.
Definition	Percentage of people surveyed in targeted areas (commune, districts, or province) who are reportedly aware of benefits of passenger helmet use = (A1*100)/A2 Numerator: (A1) Number of survey respondents who reported they aware of benefits of passenger helmet use Denominator: (A2) Total number of people surveyed
Unit of measure	Percentage
Methods and source of measurement	This indicator is measured through baseline, midterm and final surveys on knowledge, attitudes, and behavior (KAB) of motorcycle passengers toward passenger helmet use. The survey respondents, selected through probability sampling method, will be asked questions about their awareness of the benefits of passenger helmet use. Data will be analyzed to show the overall percentage of respondents who are aware of the benefits of passenger helmet use, disaggregated by communes, districts, and provinces, and by gender.
Measurement tool	KAB questionnaire
Frequency	Annually
Responsible person	Behavior Change Communications Manager

8. Percentage of people surveyed who intend to wear helmet as passengers	
Rationale	The indicator aims to measure a short-term outcome stated in the logic model. It measures the intention among motorcyclists to wear helmets as passengers. The measurement indicates the change in attitude resulting from exposure to the Behavior Change Communications campaign.
Definition	Percentage of people surveyed in targeted areas (commune, districts, or province) who reported their intentions to wear helmets as passengers = A1*100/A2 Numerator: (A1) Number of survey respondents who reported they intend to wear helmets as passengers Denominator: (A2) Total number of people surveyed
Unit of measure	Percentage
Methods and source of measurement	This indicator is measured through baseline, midterm and final surveys on knowledge, attitudes, and behavior (KAB). The survey respondents, selected through probability sampling method, will be asked questions about their intentions to wear helmets as passengers. Data will be analyzed to show the overall percentage who intend to wear helmets, disaggregated by communes, districts, and provinces, and by gender.
Measurement tool	KAB questionnaire
Frequency	Annually
Responsible person	Behavior Change Communications Manager

9. Submission of comprehensive passenger helmet law to National Assembly	
Rationale	The indicator aims to measure a short-term outcome stated in the logic model. It shows evidence of the submission of a comprehensive passenger helmet law to the National Assembly for approval. The measurement indicates the change resulting from the advocacy to senior-level government officials.
Definition	Evidences of submission of comprehensive passenger helmet law to National Assembly
Unit of measure	Yes/no
Methods and source of measurement	Check with the National Assembly to confirm the passenger helmet law submitted
Measurement tool	N/A
Frequency	Once
Responsible person	Enabling Environment Campaign Manager

10. Percentage of government partners who apply what they learned in study tours to develop enforcement action plans	
Rationale	The indicator aims to measure a short-term outcome stated in the logic model. It measures application of new knowledge from the study tours to the development of enforcement action plans. The measurement indicates the change resulting from the study tours.
Definition	Percentage of people surveyed who report applying what they learned to the development of enforcement action plans = A1*100/A2 Numerator: (A1) Number of survey respondents who report applying what they learned to the development of enforcement action plans Denominator: (A2) Total number of people surveyed
Unit of measure	Percentage
Methods and source of measurement	This indicator is measured through post-tour surveys issued to all study tours. The survey will be conducted after 3 months and within six months of the tours. The survey respondents will be asked the questions regarding their application of what they learned from study tours and training workshops to their work, particularly the development of enforcement action plans using the new knowledge they gained from the activity. Data will be analyzed to show overall percentage of respondents who report applying what they learned to the development of enforcement action plans, disaggregated to the national and provincial levels.
Measurement tool	Follow-up evaluation questionnaires
Frequency	Annually
Responsible person	Enabling Environment Campaign Manager

V. Outputs

A. School-Based Program Outputs

11. Number of schools selected for intervention	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the total number of schools selected for intervention.
Definition	Number of school selected for intervention

Unit of measure	Schools
Methods and source of measurement	This indicator is measured through a school selection survey. All primary schools in targeted communes will be surveyed using a set of selection criteria. In the top-off year, previously selected schools will be re-surveyed to collect the most up-to-date data.
Measurement tool	School selection questionnaire
Frequency	Annually
Responsible person	School-Based Program Manager

12. Number of trainees educated on the safety value of a helmet	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the product resulting from student and teacher training at the targeted schools.
Definition	Number of trainees educated on the safety value of helmets
Unit of measure	People
Methods and source of measurement	Count total participants in the student and teacher training at targeted schools, disaggregated by teachers and students
Measurement tool	Participant list
Frequency	Annually
Responsible person	School-Based Program Manager

13. Number of participants at the ceremonies and events	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the product resulting from helmet handover ceremonies and events.
Definition	Number of participants at the ceremonies and events
Unit of measure	People
Methods and source of measurement	Count total participants at the helmet handover ceremonies and events, disaggregated by school and by their role (government officials, teachers, students, volunteers, journalists/media)
Measurement tool	Counting form
Frequency	Annually
Responsible person	School- Based Program Manager

14. Number of helmets distributed to targeted schools	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the total number of helmets distributed to students and teachers at the targeted schools.
Definition	Number of helmets distributed to teachers and students at targeted schools
Unit of measure	Helmets
Methods and source of measurement	Count total helmets distributed to beneficiaries at targeted schools, disaggregated by teachers and students
Measurement tool	Helmet order form
Frequency	Annually
Responsible person	School-Based Program Manager

15. Percentage of parent commitment letters signed and returned	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the product of sending parent commitment letters, asking parents to support the project and remind their children to wear helmet on motorcycles and bicycles.

Definition	Percentage of commitment letters signed and returned = (A1*100)/A2 Numerator: (A1) Number of commitment letters returned with parents' signatures Denominator: (A2) Total number of letters sent to parents
Unit of measure	Letters
Methods and source of measurement	Count total letters sent out and returned with signatures reported from schools and then calculate percentage
Measurement tool	Counting form
Frequency	Annually
Responsible person	School-Based Program Manager

16. Number of students who participated in road safety activities	
Rationale	The indicator aims to measure an output level of the School-Based Program stated in the logic model. It measures the product resulting from the extracurricular activities at targeted schools.
Definition	Number of students who participated in extracurricular activities
Unit of measure	People
Methods and source of measurement	Count total student participants in extracurricular activities at targeted schools
Measurement tool	Counting form
Frequency	Annually
Responsible person	School-Based Program Manager
17. Number of IEC materials distributed to targeted schools	
Rationale	The indicator aims to measure an output of the School-Based Program stated in the logic model. It measures the product of the distribution and hanging of IEC materials to students, teachers, and parents at targeted schools.
Definition	Number of promotional materials distributed to targeted schools
Unit of measure	Items
Methods and source of measurement	Count total promotional materials distributed to schools, disaggregated by material type
Measurement tool	Distribution list
Frequency	Annually
Responsible person	School-Based Program Manager

B. Behavior Change Communications Outputs

18. Number of participants in consultative meetings	
Rationale	The indicator aims to measure an output of the Behavior Change Communications stated in the logic model. It measures the product of the stakeholder consultative workshops on communications materials and messages.
Definition	Number of participants in consultative workshops on Behavior Change Communications materials and messages
Unit of measure	People
Methods and source of measurement	Count total participants in stakeholder consultative workshops

Measurement tool	Participant list
Frequency	Annually
Responsible person	Behavior Change Communications Manager

19. Number of participants attended press conferences	
Rationale	The indicator aims to measure an output of the Behavior Change Communications stated in the logic model. It measures the product of the press conferences promoting the campaign.
Definition	Number of participants in the press conference launching the campaign
Unit of measure	People
Methods and source of measurement	Count total participants in launch press conference, disaggregated by their role (government officials, teachers, students, volunteers, journalists/media)
Measurement tool	Counting form
Frequency	Annually
Responsible person	Behavior Change Communications Manager

20. Percentage of people surveyed in targeted communes who have been exposed to the campaign message by different channels	
Rationale	The indicator aims to measure an output of the Behavior Change Communications stated in the logic model. It measures the product of communications messages aired through mass media channels.
Definition	Percentage of people surveyed in targeted communes who have been exposed to the campaign message by different channels = (A1*100)/A2 Numerator: (A1) Number of survey respondents who report they have ever seen or heard about the campaign message Denominator: (A2) Number of people surveyed
Unit of measure	Percentage
Methods and source of measurement	This indicator is measured through midterm and final surveys on knowledge, attitudes, and behavior (KAB) regarding passenger helmet use. The survey respondents, selected through survey probability sampling method, will be asked questions about their exposure to the communications messages. Data will be analyzed to show the percentage of respondents who have been exposed to the campaign message, disaggregated by channels, geographic areas (communes, districts and provinces), and by gender.
Measurement tool	KAB questionnaire
Frequency	Annually
Responsible person	Behavior Change Communications Manager

21. Estimated number of people nationwide exposed to communications message by different channels	
Rationale	The indicator aims to measure an output of the Behavior Change Communications stated in the logic model. It measures the reach of communications messages aired through mass media channels.
Definition	Estimated number of people who exposed to communications messages by different channels, including social media, radio, TV, and direct communications
Unit of measure	People
Methods and source of measurement	This indicator is measured through the application of statistics to media analysis to estimate the total number of unique people exposed, at least once, to the communications messages during the campaign, disaggregated by channel, target area, and by gender
Measurement tool	Media reach estimation guidelines
Frequency	Annually
Responsible person	Behavior Change Communications Manager

22. Number of times the communications message aired on mass media channels	
Rationale	The indicator aims to measure an output of the Behavior Change Campaign stated the logic model. It measures the product of the communications messages aired through mass media channels.
Definition	Number of times the campaign message aired on mass media channels
Unit of measure	Times
Methods and source of measurement	Review airing schedules from media channels, disaggregated by types of communication (commercial, roundtable discussion, radio talk shows) and channels (radio, TV)
Measurement tool	Media channel airing schedule
Frequency	Annually
Responsible person	Behavior Change Communications Manager

23. Number of motorcycle passengers reached by street-based activities	
Rationale	The indicator aims to measure an output of the Behavior Change Communications stated in the logic model. It measures the product of street-based activities.
Definition	Number of motorcycle passengers reached by street-based activities
Unit of measure	People
Methods and source of measurement	Count total non-helmeted riders of motorcycles stopped by the police and educated about the safety value of helmets
Measurement tool	Counting form
Frequency	Annually
Responsible person	Behavior Change Communications Manager

24. Number of participants at commune-based activities	
Rationale	The indicator aims to measure an output of the Behavior Change Campaign stated in the logic model. It measures the product of commune-wide campaign activities.
Definition	Number of participants at commune-wide events
Unit of measure	People
Methods and source of measurement	Count total participants at commune-wide events, disaggregated by their role (government officials, teachers, students, volunteers, journalists/media)
Measurement tool	Counting form
Frequency	Annually
Responsible person	Behavior Change Communications Manager

25. Number of IEC materials distributed	
Rationale	The indicator aims to measure an output of the Behavior Change Campaign stated in the logic model. It measures the product of promotional material distribution to promote helmet use among passengers.
Definition	Number of promotional materials distributed
Unit of measure	Items
Methods and source of measurement	Count total items of each promotional material distributed, disaggregated by material type
Measurement tool	Distribution list
Frequency	Annually
Responsible person	Behavior Change Communications Manager

26. Number of times project featured in media

Rationale	The indicator aims to measure the output level of the BCC stated in the logic model. It measures the product of media coverage of the project activities.
Definition	Number of times project featured in media
Unit of measure	Times
Methods and source of measurement	Gather clippings of any feature related to project activities, disaggregated by media channel (newspaper, online)
Measurement tool	Media clippings
Frequency	Annually
Responsible person	Behavior Change Communications Manager

C. Enabling Environment Campaign Outputs

27. Number of senior-level officials who received co-signed letters	
Rationale	The indicator aims to measure an output of the Enabling Environment Campaign stated in the logic model. It measures the product of advocacy to government officials.
Definition	Number of senior-level officials who received advocacy letters on the need to have the passenger helmet law passed and enforced
Unit of measure	People
Methods and source of measurement	Count number of people who receive advocacy letters, disaggregated by job role (Administration, National Assembly, etc.)
Measurement tool	Distribution list
Frequency	Annually
Responsible person	Enabling Environment Campaign Manager

28. Number of policy briefings conducted	
Rationale	The indicator aims to measure an output of the Enabling Environment Campaign stated in the logic model. It is measures the product of advocacy to government officials.
Definition	Number of policy briefings conducted to present on the need to have the passenger helmet law passed and enforced
Unit of measure	Briefings
Methods and source of measurement	Count total of briefings conducted to individuals or groups
Measurement tool	Counting form
Frequency	Annually
Responsible person	Enabling Environment Campaign Manager

29. Number of participants at stakeholder workshops	
Rationale	The indicator aims to measure an output of the Enabling Environment Campaign stated in the logic model. It measures the product of the national, provincial, district, and commune stakeholder workshops.
Definition	Number of participants at stakeholder workshops
Unit of measure	People
Methods and source of measurement	Count participants at stakeholder workshops, disaggregated by administrative levels (national, provincial, district, and commune)
Measurement tool	Participant list
Frequency	Annually
Responsible person	Enabling Environment Campaign Manager

30. Number of study tour participants	
Rationale	The indicator aims to measure an output of the Enabling Environment Campaign stated in the logic model. It measures the product of the study tour on traffic law enforcement in other countries.
Definition	Number of study tour participants
Unit of measure	People
Methods and source of measurement	Count participants in study tours, disaggregated by administrative levels (national, provincial, district, and commune)
Measurement tool	Participant list
Frequency	Once
Responsible person	Enabling Environment Campaign Manager

31. Number of government officials and traffic police who participated in the action plan workshops	
Rationale	The indicator aims to measure an output of the Enabling Environment Campaign stated in the logic model. It measures the product of action plan workshops.
Definition	Number of government officials who participated in the action plan workshops
Unit of measure	People
Methods and source of measurement	Count participants at the action plan workshops, disaggregated by administrative levels (national, provincial, district and commune)
Measurement tool	Participant list
Frequency	Once
Responsible person	Enabling Environment Campaign Manager

Annex I. Monitoring and Evaluation Framework Matrix

Indicators	Target			Frequency	Responsible person	Measurement tool	Methodology	Data source
Impact indicator	**Baseline**	**Year 1**	**Year 2**					
1. Per capita motorcycle-related head injuries and fatalities in Cambodia	TBD	TBD	TBD	Every six months	Country Director	Data extraction guidelines; Impact calculations guidelines	Calculations based on injury and fatality data	Road Crash and Victim Information System (RCVIS)
Long -term outcome indicators	**Baseline**	**Year 1**	**Year 2**	**Frequency**	**Responsible person**	**Measurement tool**	**Methodology**	**Data source**
2. Percentage of motorcycle passengers observed wearing helmets in targeted communes and districts				Every six months	Country Director	Helmet observation guidelines	Filmed helmet observations	Project data
Targeted communes	TBD	30%	80%					
Targeted districts	TBD	25%	60%					
Intermediate outcome indicators	**Baseline**	**Year 1**	**Year 2**	**Frequency**	**Responsible person**	**Measurement tool**	**Methodology**	**Data source**
3. Percentage of students observed wearing helmets at targeted schools	<1%	75%	>80%	Every six months	School-Based Program Manager	Helmet observation guidelines	Filmed helmet observations	Project data
4. Percentage of people surveyed in targeted communes reported always wearing helmet in the last month as passengers	TBD	TBD	TBD	Annually	Behavior Change Communications Manager	Knowledge, attitude, and reported behavior (KAB) questionnaires	KAB survey	Project data
5. Number of fines given by the police to passengers for not wearing helmets	TBD	TBD	TBD	Every six months	Enabling Environment Campaign Manager	Police reports	Routine monitoring	Police data
Short-term outcome indicators	**Baseline**	**Year 1**	**Year 2**	**Frequency**	**Responsible person**	**Measurement tool**	**Methodology**	**Data source**
6. Average score of students on knowledge test	TBD	TBD	TBD	Annually	School-Based Program Manager	Knowledge test questionnaire	Student knowledge test	Project data
7. Percentage of people surveyed who are aware of benefits of passenger helmet use	TBD	TBD	TBD	Annually	Behavior Change Communications Manager	KAB questionnaires	KAB survey	Project data
8. Percentage of people surveyed who intend to wear helmet as passengers	TBD	TBD	TBD					Project data
9. Submission of comprehensive passenger helmet law to National Assembly	No	Yes	N/A	Once	Enabling Environment Campaign Manager	N/A	Routine monitoring	Government data
10. Percentage of government partners who apply what they learned in study tours to develop enforcement action plans	TBD	TBD	TBD	Annually		Follow-up evaluation questionnaires	Follow-up evaluation survey	Project data
School-Based Program output indicators	**Baseline**	**Year 1**	**Year 2**	**Frequency**	**Responsible person**	**Measurement tool**	**Methodology**	**Data source**
11. Number of schools selected for intervention	0	18	18	Annually		School selection questionnaire	Routine monitoring	Project data
12. Number of trainees educated on the safety value of a helmet	0							
Number of students	0	15,881	4,050	Annually		Participant list	Routine monitoring	Project data

Number of teachers	0	542	N/A					
13. Number of participants at the ceremonies and events	TBD	TBD	TBD	Annually		Counting form	Routine monitoring	Project data

14. Number of helmets distributed to targeted schools	0	15,881	4,050	Annually	School-Based Program Manager	Helmet order form	Routine monitoring	Project data
15. Percentage of parent commitment letters signed and returned	0	100%	100%	Annually		Counting form	Routine monitoring	Project data
16. Number of students who participated in road safety activities	0	15,881	4,050	Annually		Counting form	Routine monitoring	Project data
17. Number of IEC materials distributed to targeted schools								
Number of hand-outs/flyers	0	15,881	4,050	Annually		Distribution list	Routine monitoring	Project data
Number of helmet use billboards	0	18	N/A	Annually		Distribution list	Routine monitoring	Project data
Number of helmet use posters	0	1,008	N/A	Annually		Distribution list	Routine monitoring	Project data
Behavior Change Communications output indicators	**Baseline**	**Year 1**	**Year 2**	**Frequency**	**Responsible person**	**Measurement tool**	**Methodology**	**Data source**
18. Number of participants in consultative meetings	0	30	30	Annually	Behavior Change Communications Manager	Participant list	Routine monitoring	Project data
19. Number of participants attended press conferences	0	120	120	Annually		Participant list	Routine monitoring	Project data
20. Percentage of people surveyed in targeted communes who have been exposed to the campaign message by different channels	TBD	TBD	TBD	Annually		KAB questionnaires	KAB survey	Project data
21. Estimated number of people nationwide exposed to campaign message by different channels	TBD	TBD	TBD	Annually		Media reach estimation guidelines	Reach analysis	Media data
22. Number of times the communications message aired on mass media channels								
Number of times television commercial aired	0	1,000		Annually		Airing schedule	Routine monitoring	Project data
Number of times televised roundtable discussion aired	0	14		Annually		Airing schedule	Routine monitoring	Project data
Number of times radio commercial aired	0	440		Annually		Airing schedule	Routine monitoring	Project data
Numberof times radio talk shows aired	0	16		Annually		Airing schedule	Routine monitoring	Project data
23. Number of motorcycle passengers reached by street-based activities	0	31,200		Annually		Counting form	Routine monitoring	Project data
24. Number of participants at commune-based activities	0	60,000		Annually		Participant list	Routine monitoring	Project data
25. Number of IEC materials distributed								
Number of billboards	0	12		Annually		Distribution list	Routine monitoring	Project data
Number of long banners	0	72		Annually		Distribution list	Routine monitoring	Project data
Number of tuk tuk panels	0	120		Annually		Distribution list	Routine monitoring	Project data
Number of flyers	0	160,000		Annually		Distribution list	Routine monitoring	Project data
Number posters	0	5,000		Annually		Distribution list	Routine monitoring	Project data
26. Number of times project featured in media	0	TBD		Annually		Media clippings	Routine monitoring	Project data